

A STRATEGIC PERSPECTIVE ON ORGANISATIONAL CHANGE & DEVELOPMENT FOR SUSTAINABLE GROWTH: A STUDY ON CHILDFUND INDIA

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Abstract

This paper high-lights the importance of Strategic Human Resource Management and Organisational Development (HRM & OD) interventions for managing the planned change intervention for Child Fund India (CFI). CFI has engaged three premier management institutions; SPJIMR, XIMB and XISS to help them in implement change. HRM&OD tools like Questionnaires, SWOT analysis, workshops, in depth interviews & focus group discussions were used to diagnose the organisational culture, climate & behavioural patterns of CFI. The McKenzie 7 S framework was used to identify the major action areas for implementing change. The shared values, i.e. culture & climate, is the key S which influences the other Ss; Structure, Systems, Strategy, Style, Staff & Skills. CFI & the partner institutions identified the three main areas; viz. building conviction and commitment among partners and staff for direct Implementation, Performance Management Systems (Reward and Recognition) , Recruitment and Retention Mechanisms. It is concluded that the strategic HR & OD interventions has helped CFI align their business processes to bring about sustainable development and growth.

Introduction

The significance of the research on organizational change and development (OCD) is to know how it helps organizations to understand their organization culture and climate through the Organizational development strategy (ODS) intervention and bring about sustainable growth.

OD Strategies being an important part of Strategic Human Resource Management strengthens the role of HR as Strategic Business partner. OD strategies concentrate on how things are done as well as what is done. They are concerned with system –wide change and are developed as programmes with the following features:

1. They are managed, or at least strongly supported ,from the top but may make use of third parties or “change agents” to diagnose problems and to manage by various kinds of planned activity or “intervention”.
2. The plans for organization development are based upon a systematic analysis and diagnosis of the strategies and circumstances of the organization and the changes and problems affecting it.
3. They use behavioural science knowledge and aim to improve the way the organization copes in times of change through such processes as interaction, communication, participation, planning and conflict management.
4. They focus on ways of ensuring that business and HR strategies are implemented and change is managed effectively.

(Michael Armstrong 2009 Indian edition)

OD is a field of study that addresses change and how it affects organizations and the individuals within those organizations. Effective organizational development can assist organizations and individuals to cope with change. Strategies can be developed to introduce planned change, such as team-building efforts, to improve organizational functioning. While changes is a “given,” there are a number of ways to deal with change -- some useful, some not. Organizational development assists organizations in coping with the turbulent environment, both internally and externally, frequently doing so by introducing planned change efforts.

Organizational development is a relatively new area of interest for business and the professions. While the professional development of individuals has been accepted and fostered by a number of organizations for some time, there is still ambiguity surrounding the term organizational development.

The basic concept of both professional development and organizational development is the same, however, with an essential difference in focus. Professional development attempts to improve an individual's effectiveness in practice, while organizational development focuses on ways to improve an organization's overall productivity, human fulfillment, and responsiveness to the environment (Cummings & Huse, 1988). These goals are accomplished through a variety of interventions aimed at dealing with specific issues, as well as through ongoing processes.

Organizational development efforts, whether facilitated by an outside expert or institutionalized and conducted on an ongoing basis, bring about planned change within organizations and teams. However, they are but one type of change that occurs in organizations, for change can be both planned and unplanned and can occur in every dimension of the universe. A change in chief justice, appropriations, or staff support can dramatically alter the character of a judicial education organization. Institutional alignment of the state bar, local law schools, area colleges and universities, and judicial professional associations may yield similar impacts.

Planned change takes conscious and diligent effort on the part of the educator or manager. Kanter (1983) originated the concept of the change master : a person or organization adept at the art of anticipating the need for and of leading productive change.

According to Middlemist and Hitt (1988, p. 493), organizational development is: "A systematic means for planned change that involves the entire organization and is intended to increase organizational effectiveness."

Cummings and Huse (1988, p. 1) define OD in broader terms: "A system wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structure, and processes for improving an organization's effectiveness."

Change is becoming an ever-present feature of organisational life (Burnes, 2004). However, whilst many organisations appreciate the need for change, as many as 70% of the change programmes do not achieve their intended outcomes (Balogun and Hope Hailey, 2004). In response to the increasing importance organisational change, there is a growing body of literature looking at the concept and processes of change management and factors that contribute to its success.

Drawing from a wide range of disciplines and theoretical perspectives this literature has been described as abounding in complexities and containing many contradictory and confusing theories and research findings (Todnem, 2005, Fernandez & Rainey, 2006). Within the literature, one of the most influential perspectives within what are known as 'planned approaches' to change is that of Lewin (1952, in Elrod II and Tippett, 2002) who argued that change involves a three stage process: firstly, unfreezing current behaviour; secondly, moving to the new behaviour; and, finally, refreezing the new behaviour.

The three-step model was adopted for many years as the dominant framework for understanding the process of organisational change (Todnem, 2005). Since its formulation, the theory has been reviewed and modified, with stages being divided to make more specific steps. For example, Bullock and Batten (1985) developed a four stage model consisting of exploration, planning, action and integration. Despite its popularity, Lewin's original theory has been criticised for being based on small scale samples, and more importantly the fact that it is based on the assumption that organisations act under constant conditions that can be taken into consideration and planned for. As a consequence of such criticisms an alternative to planned approaches to organisational change was developed that is known as the 'emergent approach'.

An emergent approach to organisational change sees change as so rapid and unpredictable that it cannot be managed from the top down. Instead, it is argued, change should be seen as a process of learning, where the organisation responds to the internal and external environmental changes. Todnem (2005) suggests that this approach is more focused on "change readiness and facilitating for change" than for providing specific pre-planned steps for each change project and initiative. Despite not

advocating pre-planned steps for change, several proponents of the emergent school have suggested a sequence of actions that organisations should take to increase the chances of change being successful (Kotter, 1996, Kanter et al., 1992, Luecke, 2003).

A comparison of three models of emergent change, from Todnem (2005)

Kanter <i>et al.</i> 10 Commandments for Executing Change (1992)	Kotter's Eight-Stage Process for Successful Organisational Transformation (1996)	Luecke's Seven Steps (2003)
Analyse the organisation and its need to change		Mobilise energy and commitment through joint identification of business problems and their solutions
Create a vision and common direction	Developing a vision and strategy	Develop a shared vision of how to organise and manage for competitiveness
Separate from the past		
Create a sense of urgency	Establishing a sense of urgency	
Support a strong leader role		Identify the leadership
Line up political sponsorship	Creating a guiding coalition	
Craft an implementation plan		
Develop enabling structures	Empowering broad-based action	
Communicate, involved people and be honest	Communicating the change vision	
Reinforce and institutionalise change	Anchoring new approaches in the culture	Institutionalise success through formal policies, systems, and structures
	Generating short-term wins	
	Consolidating gains and producing more change	
		Focus on results not on activities
		Start change at the periphery, then let it spread to other units without pushing it from the top
		Monitor and adjust strategies in response to problems in the change process

Although many of these points might be seen as common sense, research shows they are often overlooked, ignored or underestimated by change leaders. (Kotter, 1995, 1996, Fernandez, 2006).

A key assumption underlying emergent theories is that in order to respond to change, managers must have an in-depth understanding of the organisation, its structures, strategies, people and culture.

Understanding these will allow managers to choose the most appropriate approach to change and identify the factors that might act as facilitators or barriers to the change (Burnes, 1996). This focus on the organisation as a whole entity when considering change that is in line with the increasing prominence of organisational development (OD) as a framework for thinking about change. Holbeche, an expert in the OD field, explains that this rapidly developing discipline looks at “the total system and the linkage between all the parts of the organisation, and at how change in one part will affect the other parts” (Holbeche, 2009). The emergent approach is itself not free from critics who question the usefulness of the broad-natured action sequences, and their application to unique organisational contexts.

Others have suggested a more “situational” or “contingency” approach, arguing that the performance of an organisation depends heavily on situational variables. As these will vary from organisation to organisation, managers’ responses and strategies for change will also have to vary (Dunphy and Stace, 1993). However, this in turn has been criticised for overemphasising the importance of situational variables, and implying that there is no role for managers of the organisation.

Challenge for organizations

Change is coming down upon us like an avalanche, and most people are utterly unprepared to cope with it. Tomorrow’s world will be different from today’s, calling for new organizational approaches. Organizations will need to adapt to changing market conditions and at the same time cope with the need for renewing rather than reactive workforce. (Donald R. Brown and Don Harvey, 2006)

The case study of Child Fund highlights the challenge it undertook to change. The challenge for child Fund was to adopt a new strategy. The HR department under the leadership of the Head HR initiated the Strategic OD intervention. ChildFund is working since 1951 by extending its support through sponsorship projects and grants to a growing number of children and youth across 14 States and 1 Union Territory of India.

Child Fund was earlier extending its support through sponsorship and were not doing direct implementation of the projects. They were working through partner NGOs. As part of Childfund Global strategy ChildFund India had to shift their focus from donor mode to direct implementation mode. Childfund strategy was therefore moving away from an exclusive focus on sponsorship and funding of partner NGOs, towards direct intervention and implementation of the projects to the target beneficiaries

Background / History of ChildFund International:

ChildFund India is a part of ChildFund International, one of the largest and most respected non-sectarian child development and protection organizations in the world. Established in 1938, ChildFund International is a not-for-profit charitable organization working in over 31 countries around the globe to help deprived, excluded and vulnerable children have the capacity to improve their lives and the opportunity to become young adults, parents and leaders who bring lasting and positive change to their communities.

ChildFund India Programmatic Approach:

ChildFund India addresses the holistic well-being of children, families & communities by providing financial, technical and institution-building assistance with maximum involvement of the local people in the design, implementation and monitoring of all its programs. ChildFund follows a **life cycle approach** looking into age appropriate interventions in each stage of development of child. In this context, ChildFund India’s goals are:

- **Healthy and Secure Infants (For 0-5 year age group)**
- **Educated and Confident Children (For 5-14 year age group)**
- **Skilled and Involved Youth (for 15 – 24 year age group)**

ChildFund India HR team has been making its best efforts for meeting multiple skills up-gradation and competency development needs of its staff. As they are committed to staff training and development needs, ChildFund sought external collaboration due to various factors, such as 1) expanded field operational units 2) making a departure from donor mode to direct implementer mode) new team members being in place from diverse fields/background with no prior ChildFund experience 4) physical distance from National Office 5) pulls and pressures from local organizations and others. Hence the focus was on upgrading the existing and adding newer skills with an eye on the future needs of the organization. Developing leadership skill amongst its core staff was identified as one of the major OD needs.

In mid2011, ChildFund India engaged SP JIMR's Socialbrics Centre for training and development, in a long-term consulting assignment, to look into various matters relating to its organization structure, systems and processes. While S.P. Jain took lead in the process, two other institutes of repute, XISS Ranchi & XIM Bhubaneswar joined in this endeavour to help CFI in the OD process in Feb 2012.

The proposed Organizational Development intervention envisaged a partnership between the Institutes and CFI to look into ways and means of enhancing the organizational and managerial functioning of the six CFI areas (earlier called clusters) namely; Jhadol (Rajasthan), Jhabua (MP), Malkangiri & Kalahandi (Odisha), Daltonganj & Deoghar (Jharkhand)

Objective of the paper:

The current research is trying to explore the various aspects of organizational change and development pertaining to sustainable growth.. It is also trying to develop the systematic process to implement the ongoing organisational change and development through

1. Developing a sense of organizational belongingness among the team members - each area/unit/cluster embracing and demonstrating the ChildFund global vision, values, culture, & competencies required for achieving the vision, mission, & goals.
2. Developing sound processes for the teams to resolve people issues.
3. Strengthening teams and improving teamwork.
4. Enhancing motivation among the employees/staff.
5. Recommending changes required in systems and processes to CFI National Office.

To develop the most suitable HR strategy, Personal visits were made by the faculty members to different ChildFund India Clusters to familiarize themselves with the activities, organizational set-up, people working there, etc. Organisational Culture & Climate Surveys were carried out using Questionnaires developed by Prof. Keith D'Souza of SPJIMR.

- Notes & reports were shared periodically over telephonic discussions, emails, Skype conferences, mobile phone texting/ short message services (sms).

Methodology:

This research is conducted to find out the strategic role of Human Resource Management to bring sustainable growth in the organization through organizational change and development (OCD). The current research is designed in a form of action research intervention. The research is being carried for the last eighteen months and it is an ongoing research project with the organization, Childfund India. Various qualitative and quantitative tools and techniques are being used.

As qualitative tools, workshops, in-depth interviews, focus group discussions and projective techniques are being used. The main focus area was :- *Conviction and commitment among partners and staff for direct implementation of OCD, Performance and its connection with reward and recognition, Talent acquisition and retention.*

In quantitative analysis the questionnaire method is being followed for gathering the primary data. The questionnaires were distributed among all the top, middle and lower level employees.

The questionnaire was designed to find the following most prominent areas like *Culture and climate.*

The questionnaire was designed in a very structured way on a five point Likert scale and was used in gathering the preferences and choices of the respondents. The quantitative and qualitative data has helped to analyse the various dimensions of OCD process.

Action Research Process :

Between June and August 2012, field visits to the six clusters were undertaken by the respective institutes, in order to carry out an OD diagnosis, as a basis for subsequent interventions. As part of the diagnosis, data were collected regarding the organizational culture and the HR systems and practices in the clusters.

Besides interviews and observations during the field visits, data were collected using two structured instruments:

Organization Culture Questionnaire This was meant to assess the prevalent culture in the clusters, with respect to six key aspects of organizational culture:

1. Achievement – The extent to which there is a concern for goal achievement, high standards, and excellence in the working of the cluster
2. Affiliation – The extent to which relationships among people are characterized by friendliness, warmth, and team-spirit
3. Expertise – The extent of professionalism in the behavior and functioning of the team, characterized by respect and reliance on competence and capability
4. Extension – The extent to which the people go beyond their self-interest to help others within and outside the organization
5. Control – The extent of concern for, or importance given to, status, power and ability to influence or dominate over others
6. Dependence – The extent to which people tend to rely on rules, procedures, instructions and direction from authority and superiors to motivate themselves and others to get things done.

The questionnaire used a five-point rating scale to measure the perceptions of members with respect to a total of 48 different statements, with eight statements for each of the six dimensions.

The statements covered a range of behaviors across eight organizational processes and activities, namely:

1. Goal Orientation – The manner in which goals are determined and monitored
2. Interpersonal Relations – The manner in which people interact and relate with each other
3. Supervision – The manner in which supervision is exercised by superiors
4. Communication – The extent and nature of communication between and among people
5. Decision Making – The way in which decisions are made

6. Management of Rewards – What behavior and activities in the organization are recognized and rewarded
7. Mistakes – How mistakes are perceived and dealt with
8. Conflict – How conflicts are perceived and dealt with

The score for each of the six dimensions could range from a possible minimum of 8 to a possible maximum of 40.

Organizational Assessment Scale This scale was used as an observation guide for the faculty/consultants when they visited the clusters, in order to make an assessment of the organization with respect to key organizational structure and process characteristics. The faculty/consultants used the scale to arrive at a qualitative assessment of the clusters.

The scale facilitated diagnosis with respect to how strongly the six culture dimensions reflect in the different structure, systems, and day-to-day processes in the clusters. It also looked at not only which dimensions of culture were most prevalent in the cluster, but also which aspects of the structure and processes reflected them the most.

The questionnaire examined various aspects of organizational structures systems and process.

1. The environmental context in which the clusters functioned
2. The style of functioning of the management of the cluster
3. Issues relating to the organizational structure, systems and processes in the cluster
4. The attitudes and behavior and interaction patterns of team members
5. Perception relating to the “output” factors at the cluster level – productivity, satisfaction, and effectiveness in contributing to social change and development

Strategic Management Workshop:

The two-day Strategy and OD Workshop was held at SPJIMR, Mumbai, attended by the consultant faculty of all the three partner institutes, and the senior management team of CFI. Coordinated and conducted by SPJIMR.

Workshop Objectives:

- Review ChildFund India’s organizational alignment with the changed strategic position from donor to implementer
- Examine the data from the Strategy Alignment Survey and the OD Diagnosis exercises carried out at the six clusters
- Take stock of how effectively CFI is working as an organization and assess its readiness to implement the strategic shift
- Collaboratively draw up strategy and action plans to address important areas of attention.

The second day of the workshop, was devoted to looking at the issues relating to the four “soft” S’s – Skills, Staff, Style, and Shared Values; these have mainly to do with the Organization Development and Human Resource Management aspects, in the background of the “hard” S’s of Strategy, Structure, and Systems.

Framework for analyzing the Organizational and HR Issues

After a recap of Day 1, A framework for looking at OD and HR issues was presented. The framework comprised the key dimensions of organizational culture: achievement, affiliation, extension, expertise, control and dependence which in some combination or the other, create the mix of the culture, climate, behavioural processes, and the general “feel” of the organization.

The data that had been collected from the clusters and analysed, were presented and discussed.

Group Discussion and Brainstorming on the Soft-S Issues

Once again in small groups, the participants brainstormed to identify the key issues that CFI faces in these areas and suggest possible solutions.

Outcomes of Strategic Management Workshop

15 action areas were identified in order for CFI to successfully implement its strategy and be effective as an organization:

- i.* Decentralization and Delegation of Power
- ii.* Clarity and accountability
- iii.* Co-ordination within and between departments
- iv.* Rewards and Recognition
- v.* Programme Implementation
- vi.* Inclusive policy making
- vii.* Structuring organization structure
- viii.* Building and strengthening communication mechanism
- ix.* Need for specialized manuals
- x.* Strengthening of evaluation system
- xi.* Building commitment for direct implementation
- xii.* Retention mechanism
- xiii.* Recruitment
- xiv.* Building a leadership pipeline
- xv.* Building a performance management system

An extended and detailed discussion took place with all the participants contributing their ideas in the large group. From the above 15 action areas 3 major key action point were identified.

- I.** Building conviction and commitment among partners and staff, for direct implementation
- II.** Performance Management Systems (Reward and Recognition)
- III.** Recruitment and Retention Mechanisms.

Analysis and findings

Qualitative analysis

Range of behaviours across eight organizational processes and activities were analysed namely:

1. Goal Orientation – The manner in which goals are determined and monitored
2. Interpersonal Relations – The manner in which people interact and relate with each other
3. Supervision – The manner in which supervision is exercised by superiors
4. Communication – The extent and nature of communication between and among people
5. Decision Making – The way in which decisions are made
6. Management of Rewards – What behavior and activities in the organization are recognized and rewarded
7. Mistakes – How mistakes are perceived and dealt with
8. Conflict – How conflicts are perceived and dealt with

Interpersonal Relations, Communication, Conflict management and Goal Orientation were more prominent in the behavioural aspects in ChildFund.

Findings of the qualitative analysis:

- ❖ The level of engagement and commitment of the team seems to be very high. We were quite struck by the dedication of the group to CFI's vision and goals, despite the fact that working in the field entails many physical inconveniences
- ❖ There appeared to be a fairly high sense of optimism about the future of the work which CFI is spear-heading in the cluster. The CFI team seems optimistic about, and committed to, direct implementation.
- ❖ Retention of people in the clusters does not appear to be an issue as of now but is definitely is a challenge.
- ❖ There is a very positive sense of openness among the team to learn from and work with each other.

In conclusion, the team identified the following three areas as priorities for OD at the cluster level:

- ❖ Improving knowledge and skills of communication (language) for dealing with beneficiaries at the cluster level
- ❖ Strengthening consultation with each other
- ❖ Motivating the team through praise and recognition at every level

Quantitative analysis

Interpretation of results on an organization culture survey for each cluster/area

JHABUA

Jhabua (n=8)						
	Ach	Aff	Exp	Ext	Con	Dep
GO	4.75	4.38	4.25	4.00	3.50	4.25
IPR	4.50	3.63	3.00	4.13	2.38	3.63
Sup	4.38	4.38	3.88		4.38	2.75
Com	3.88	3.13	2.75	4.00	2.75	4.00
Dec	4.00	4.13	3.13	4.13	3.00	3.13
Rew	3.38	3.38	2.75	2.50	2.63	2.00
Mis	3.75	4.38	3.75	3.50	3.75	3.50
Conf	4.00	3.25	3.75	3.88	4.13	3.25

* Yellow-shaded scores indicate positive assessment; pink-shaded suggest areas of concern/possible improvement

Culture-Achievement and Affiliation

While people work on challenging goals, they form strong groups based on speciality, department, language, region etc. The organization, with so many in-groups or cliques, must pay a lot of attention to maintaining good relations among the groups

JHADOL

Jhadol (n=6)						
	Ach	Aff	Exp	Ext	Con	Dep
GO	3.40	3.40	4.20	4.00	3.40	3.00
IPR	4.40	4.00	2.20	4.40	2.80	3.20
Sup	4.40	4.20	4.60		4.20	3.60
Com	4.00	4.20	2.60	3.60	2.20	3.40
Dec	3.60	3.00	2.80	4.40	3.00	3.00
Rew	3.80	3.80	4.20	3.00	1.80	2.20
Mis	4.00	2.80	3.40	3.40	3.40	3.40
Conf	3.80	2.20	3.80	3.60	3.60	3.60

* Yellow-shaded scores indicate positive assessment; pink-shaded suggest areas of concern/possible improvement

Culture-Achievement and Expert power

People are involved in challenging tasks and are highly stimulated by challenges, and specialists dominate in determining action. The organization rewards specialization.

DALTONGUNJ

Daltonganj (n=7)						
	Ach	Aff	Exp	Ext	Con	Dep
GO	4.71	4.29	4.29	4.29	3.00	4.14
IPR	4.00	4.29	2.29	4.43	1.86	3.57
Sup	4.43	4.29	3.57	3.00	4.71	2.43
Com	3.86	3.86	1.86	3.71	2.14	3.14
Dec	4.29	3.57	3.71	3.86	2.86	3.00
Rew	3.14	3.29	3.86	3.00	1.86	3.14
Mis	3.86	3.29	3.14	3.43	3.57	2.71
Conf	4.14	3.71	3.71	4.14	3.43	3.14

* Yellow-shaded scores indicate positive assessment; pink-shaded suggest areas of concern/possible improvement

Culture-Achievement and Affiliation

While people work on challenging goals, they form strong groups based on speciality, department, language, region, etc. The organization, with so many in-groups or cliques, must pay a lot of attention to maintaining good relations among the groups

DEOGARH

Deogarh (n=6)						
	Ach	Aff	Exp	Ext	Con	Dep
GO	3.17	4.00	3.67	3.17	3.67	4.00
IPR	4.17	3.67	2.33	3.67	1.83	3.17
Sup	3.83	3.00	3.17	2.67	2.67	3.17
Com	4.00	3.00	1.83	4.00	2.67	3.50
Dec	3.17	3.17	3.50	3.83	2.83	3.17
Rew	3.00	2.67	3.17	2.17	3.00	2.67
Mis	2.83	2.67	3.50	3.33	4.00	4.00
Conf	3.67	4.00	3.67	3.00	3.50	2.50

* Yellow-shaded scores indicate positive assessment; pink-shaded suggest areas of concern/possible improvement

Culture- Achievement and Affiliation

While people work on challenging goals, they form strong groups based on speciality, department, language, region etc. The organization, with so many in-groups or cliques, must pay a lot of attention to maintaining good relations among the groups

MALKANGIRI-

Malkangiri (n=14)						
	Ach	Aff	Exp	Ext	Con	Dep
GO	1.71	4.50	3.21	4.93	2.93	3.29
IPR	4.00	1.57	2.93	1.43	1.43	1.71
Sup	1.29	4.64	2.00	3.57	4.50	2.86
Com	4.14	2.36	1.93	2.21	1.93	2.57
Dec	1.43	2.86	2.57	3.36	1.07	2.50
Rew	2.00	1.79	3.14	3.71	2.14	2.93
Mis	3.14	2.21	3.21	4.00	3.29	3.93
Conf	4.71	3.43	2.36	3.86	3.57	2.21

* Yellow-shaded scores indicate positive assessment; pink-shaded suggest areas of concern/possible improvement

Culture –Extension and Affiliation

In this organization in the area of community service, members with similar background(in terms of caste, ideology, specialization, region, language, kinship etc) work with strong linkages with one another.

KALAHANDI

Kalahandi (n=6)						
	Ach	Aff	Exp	Ext	Con	Dep
GO	2.00	4.17		3.83	2.17	4.17
IPR	4.00	2.50	2.67	2.50	2.67	2.50
Sup	2.00	3.83	3.00	2.50	3.50	3.00

Com	3.50	3.50	3.33	2.67	3.50	2.83
Dec	2.00	3.83	1.83	3.33	2.83	3.00
Rew	2.83	3.17	2.33	3.17	2.50	3.17
Mis	3.33	3.17	4.00	3.83	2.50	3.17
Conf	3.83	3.83	3.67	4.00	3.33	2.83

* Yellow-shaded scores indicate positive assessment; pink-shaded suggest areas of concern/possible improvement

Culture-Affiliation and Extention

The main goal of this organization working on socially relevant issues is a good relationship between its members. The Lions club and similar organizations would be in this category.

Comparative Analysis of the Six clusters.

	Jhabuva	Jhadol	Daltongan j	Deogar h	Kalahand i	Malkangir i	TOTAL
Achievement	32.63	31.4	32.14	28.33	23.5	22.43	170.43
Affiliation	30.63	27.6	30.43	26.17	28	23.36	166.18
Expertise	27.25	27.8	26.29	24.83	20.83	21.36	148.36
Extension	28.57	32	29.43	25.83	25.83	27.07	168.74
Control	26.5	24.4	19.43	23.67	23	20.86	137.85
Dependence	26.5	25.4	24.57	26	24.67	22	149.14

* Yellow-shaded scores indicate positive assessment; pink-shaded suggest areas of concern/possible improvement

People works on challenging task with equal attention to the social relevance of such tasks. The organisation has a high sense of social responsibility and also pays attention to employee needs.

Conclusion:

Childfund is growing with strategic OCD actively and getting the benefit. Companies across the Globe can also be benefited in implementing the strategic OCD for sustainable growth. This paper is intended to help organisations implement planned change using structured tools and techniques. It aims to help people work together more effectively, improve organizational processes like formulation and implementation of strategy `thereby facilitating transformation of the organization and also the management of change. The case study on ChildFund highlights the challenges organizations have to face and focus on ways of ensuring that organizational strategies and HR strategies are implemented and change is managed effectively.

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