

TRAINING PROGRAMME
OF
NGO REPRESENTATIVES
ON
OGANISATION DEVELOPMENT
(5 - 7 January 2006)

Venue
Tara Gram, Orchha, Distt. Tikamgarh, Madhya Pradesh

Conducted by
Schumacher Center For Development, New Delhi

Sponsored By
Development Alternatives

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BACKGROUND

Organization Development (OD) is the process of improving organizations' system and work culture. The process is carefully planned and implemented to benefit the organization, its employees and its stakeholders. It may be an entire company, public agency, non-profit organization, volunteer group - or a smaller part of a larger organization. It is also an effort to increase an organization's ability to improve itself as a humane and effective system. It involves problem solving and creating a culture that focuses on the continuous growth of the system. OD is an important element of any organization.

Organization development has been defined in many ways:

Cummings and Worley (1997) have defined it as a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness. It is a planned, organization-wide effort which is managed from the top to increase organization effectiveness and health through planned interventions in the organization's processes, using behavioral-science knowledge. Organization Development has also been explained as a response to change, a complex educational strategy intended to change the beliefs, attitudes, values, and structures of organizations so that they can better adapt to new technologies, markets, and challenges, and the dizzying rate of change itself. (Warren Bennis 1969).

Organization Development, generally is a system of planned processes by which human resources are identified, utilised, and developed in ways that strengthen organizational effectiveness and efficiency. Members of an organization are likely to discover new ways of working together that they experience as more effective for achieving their own and their shared (organizational) goals.

Learning Organization Development is important for all the NGOs in contemporary social and political fast paced and changing context. It helps in improving the NGO work culture as a whole. NGO personnel work together to gather data, define issues and determine a suitable course of action. OD differs from traditional consulting because personnel's involvement is encouraged throughout the entire process. The ways in which people communicate and work together are addressed concurrently with technical or procedural issues that need resolution.

Currently, NGOs are engulfed with myriad problems which are affecting their organizational growth. There is a need to find ways to adapt to the changing context while maintaining and enhancing the NGO's integrity and internal integration. NGOs must develop structures, processes and a climate that allow them to effectively manage their important and pressing goals (e.g. projects, problems, crises, etc.) while giving adequate attention to strategic issues (e.g.,

long term development and renewal, planning and envisioning, engaging new opportunities, crisis prevention, etc.)

Now the pertinent question is how to increase the ability of an NGO on certain issues:

- vision including the defining of identity, purpose, values, organizational culture and related programs and activities.
- attracting new people (as staff and/or members) who support the vision
- increasing competence and commitment
- creating an alignment, an adequate "fit" among the various aspects of the organization's life, e.g. various sub-systems (people, structure, strategy, processes, etc.); vision & resources of leadership, energy and funds; income & expenses; physical facilities & program needs and possibilities

It was in this context that this training was organized to train middle and higher level executives and functionaries of NGOs working in mainly Northern states so that they could build an understanding of the concept of Organization Development.

OBJECTIVES

Main objective of the training was to create an understanding of the current situation and to identify opportunities for change that will meet NGOs objectives.

However, immediate objectives were:

1. To share our perspective on organizational development with the participants.
2. To share the challenges and opportunities, NGOs are facing.
3. To enable the participants to take greater responsibility for their own actions as organization members.
4. To enable them to increase their competence and commitment.
5. To make them capable of establishing relationships with external forces or constituencies that have a stake in the organization.
6. To help them in developing their capacity for self assessment and self renewal. i.e. increasing their ability to adapt to new conditions, solve problems and learn from experience.

PROFILE OF THE PARTICIPANTS

There were 23 NGO representatives who participated in the training programme. However, the representation tilted heavily towards malefolk as there were only three women in the group (Annexure-1)

The participants represented five states viz., Bihar, Jharkhand, Madhya Pradesh, Maharashtra and Uttar Pradesh. Most of the participants lies in the age group of 30 – 50 years.

PROCEEDINGS

5 January 2006

The stage for a three-day training programme was set up as per the schedule on 5 January 2006 at 9.30 A.M. in the training hall at Tara Gram. Inaugural session began with warm welcome by the organizers from Tara Gram followed by formal introduction of the participants.

Training programme was divided into different sessions focusing on various subject related themes (Annexure-2)

INAUGURAL SESSION

Mr. Santosh Pathak, Training coordinator (Development Alternatives, TARAGram) set the tone by providing a sketch of activities of TARAGram, Development Alternatives. He made a brief presentation of training objectives.

This session was arranged by the resource persons, Dr. D. K. Giri and Dr. Santosh Singh from Schumacher Center for Development, New Delhi. Participants introduced to each other through a couple of games by using LCD and VIPP cards. Participants knew each other's area of work and goals.

Resource persons encouraged the participants to bring forth their expectations from the three day training programme. This was the session, which set the stage and mood for the training.

SESSIONS

In the first session the focus was on Tri-sector approach. Three kinds of organizational set ups, viz., government, corporate houses and non-government organizations were discussed. Their characteristics and special features were

explained intensively. Focal point of the discussion was bureaucratization and corporatization of NGOs i.e., NGOs are seeking ways to grow and in the process they are likely to emulate either corporate world or bureaucratic set up.

In the second session, resource person clarified concepts and key words related to Organization Development and Human Resource. This was a brainstorming session. Significance of OD and HR for an NGO were emphasized.

The afternoon sessions were devoted to organizational life cycle.

This part of the programme focused mainly on vision, mission, goals, and values of an NGO. An effort was made to make the session interesting with the help of stories and inspiring instances.

By the end of the day, participants were asked to express their day long experience of learning programme. They reflected on whole day activities and provided important feedback.

In the evening, participants visited Orchha, historical monuments. This trip was organized by the Development Alternatives.

6 January 2006

First session of the second day was spent on recap of the previous day activities. Next step was to focus on how to draw the OD strategy and to identify the factors that constitute a successful OD strategy.

In the next session, organizational learning was discussed. In the afternoon sessions various tools were explained through lecture and open discussion. For example, tools for conflict management and communication strategy, tools for change management and team building.

In the afternoon session, Mr. Ashok Khosla, President, development Alternatives visited and interacted with the participants. He mainly focused on the following points: exposure visit in the form of training, medium of training must be mother tongue, follow up of the training in the form of practice and micro planning for organizational development.

Participants were given a learning exercise on conversation café (how to discuss in a team). The day was summarized in the last session.

7 January 2006

Last day of the training began with recap of previous day. Topics for the day were: human resource planning, understanding human resource planning in

relation to OD, adaptation to external environment, i.e., the skills necessary for integrated organizational approach and how to adapt to external environment.

However, participants raised a large number of issues and problems that NGOs are facing. For example, how to sustain an NGO, how to raise funds for a programme, how to cope up in a fast changing society, how to compete with other NGOs, how to get rid of stagnation, how to do manpower planning, how to maintain an identity where areas of operation are the same. Then comes the question of internal control system and continuity and stability. Well, during the sessions, answers were sought, queries were answered and a direction to move forward was chalked out.

In the evening a cultural night was organized by the participants and the resource persons.

EVALUATION

In the afternoon, participants, their ability to learn and retain were evaluated. Similarly, feedback from the participants on training package

(Content, training design, performance of resource persons, over all method of training, level of interest, etc) was obtained. Evaluation sheets show that majority of participants grasped the subject and could answer the questions correctly.



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**Training on Organization Development
(5th-7th January, 2006)**

Training Module

Resource Persons: (1) Dr. D.K. Giri
(2) Dr. Santosh Singh

Time	Topic	Details	Methodology	Teaching Aids
Day 1				
9.30 am-10.00am	Registration			
10.00am-10.30am	Introductory Session	Knowing each other's area of work Introducing trainers Expressing expectations	Game: Name of the person + name of the fruit PPP (Introduction)	LCD VIPP cards
10.30am-10.45am	Tea break			
10.45am-11.45am	Discussing Tri-sector	Discussing Govt., business and civil society, Bureaucratization and Corporatization of NGOs	PPP (S1) Discussion	LCD Flip Chart, Markers
11.45am-1.00noon	Clarifying concepts/key words	Discussing the key words related to OD and HR	PPP (S2) Brainstorming Discussion	--Do--
1.00pm.-2.00pm	Lunch			
2.00pm.-3.15pm	Organisational Life cycle	Describing the life cycle of an organisation	PPP (S3) Discussion	--D0--
3.15pm-3.30pm	Tea break			
3.30pm-	Vision/Mission	Understanding	PPP (S4)	

4.45pm	/Goal/Values	VMGV of an organization and drawing OD strategies from VMGV	Brainstorming Discussion Exercise: Mission statement Story (No.9)	
4.45pm-5.00pm	Feedback of the day			
Day 2				
9.30am-9.45am	Recap of the previous day			
9.45am-11.00am	Drawing the OD strategy	Describing the factors that would constitute OD strategy	PPP(S5) Discussion Story (No.8)	--Do--
11.00am-11.15am	Tea break			
11.15am-1.00pm	Tools: Organisational Learning	Discussion on OL	PPP (S6) Discussion Story (No. 4)	--Do--
1.00pm-2.00pm	Lunch			
2.00pm-3.15pm	Tools: Conflict management communication strategy	Discussing conflict management and communication	PPP(S7) Discussion Story (No.2) for communication 3 Filter Test	--Do--
3.15pm-3.30pm	Tea break			
3.30pm.-4.45pm	Tools: Change Management and Team building	Discussing change Management and Team building	PPP (S8) Discussion Joke: 1. Indian, 2. 2. Indian Team India Learning exercise: Conversation Café (How to discuss in a team)	--Do--
4.45pm-5.00pm	Feedback of the day			
Day 3				
9.30am.-9.45am	Recap of the previous day			

9.45am.- 11.00pm	HR planning	Understanding HR planning in relation to OD	PPP (S9) Discussion Story (No.3, or 10) Try it out (3 nos.)	--Do--
11.00am- 1.00pm	Adapting to external environment	Discussing the skills necessary for integrated organizational approach, How to adapt to external environment	PPP (S10) Discussion Story (No.7)	--Do--
1.00pm- 2.00pm	Lunch			
2.00pm- 3.30pm	End Evaluation	Evaluation of the participants Evaluation of the training programme	Filling Questionnaires and feedback sheets	Questionn aires Feedback sheets
3.30pm- 3.45pm	Tea break			
3.45pm- 5.00pm	Concluding session			
