



Fig. 9.6 Participative and Directive approaches

needed in a change program in articulating new ideas and in managing resistance. No organisational change is ever completely participative or completely coercive. One example of the mix strategy is found in the RPG Group (see Box 9.3 below). (Nilakant and Ramanarayan, 1998)

Box 9.3

Human Resource Policy at RPG Group

RPG Group has succeeded in taking over several declining units and turning them around and making the units profitable. Mr. Aroon Joshi, President (Human Resources) outlines the elements of the group's approach in the following words. "There are certain basic elements to our approach when we take over firms which are declining: (a) we put in good, carefully chosen people in these businesses who would be able to push productivity; (b) we give them the clear objective of making the company work; (c) we put in participative problem-solving within the company for generating both the ideas and commitment to implement those ideas; (d) we give a great deal of freedom to the company management; and (e) we back them fully in doing what they believe is best for the company. These simple fundamentals lead to magical spurt in performance and profits."

ORGANISATION DEVELOPMENT



Change in organisations is a social process, and not merely an analytical one. The field of Organisation Development (OD) has evolved a number of approaches to create organic conditions that lead to employee participation in decisions and freedom to initiate ideas to improve organisational processes. Thus OD is a systematic process to planned change. It involves following four stages: