

- Date: \_\_\_\_\_ Page: \_\_\_\_\_
- There are 4 major stems of OD
    - T group / Laboratory training
    - Action research & survey feedback
    - Participative management background
    - Productivity and QWL background.

The laboratory training stem  
→ recognized as founding fathers of OD, but died concept

- Kurt Lewin - German American Psychologist  
the founder of social Org<sup>nl</sup> and applied psychology.
- First to study group dynamics & Org<sup>nl</sup> development.

- he founded the "Research Center for group dynamics (RCGD) at MIT, which moved to Michigan after his death.
- RCGD colleagues founded national training laboratories, from which the T-group and group based OD emerged.
- Played imp role in development of evolution of OD
- He participated in the beginning of laboratory training or T groups & after his death in 1947, his close associates helped to develop survey-research methods at the University of Michigan.
- More major contributions to this concept were from behavioural scientists Kurt Lewin followed by Robert Tannenbaum, Chris Argyris, Douglas M. McGregor, Herbert Shephard, Robert Blake, Janice

Moulton and Richard Beckhard.

## Survey Research and Feedback Stem.

- Second major stem in the history of OD.
- Involves special form of Org research
- revolves around the techniques and approaches developed over a period of year by staff members at the survey research center <sup>(SRC)</sup> at the university of Michigan.  
↳ founded by Dennis Dikert → gave us West 5. scale.
- The result from this experiment study lend support to the idea that an intensive group discussion procedure for utilizing the results of an employee questionnaire survey can be effective tool for the introducing positive change in a business organisation.
- The effectiveness of this study were more of than the traditional training course as it deals with the system of human relationship as a whole and it deals with each manager, supervisor and an employee in the context of his own job, his own problem and his own work relationships.
- major contributions were Rensis Likert, Floyd Mann.

Taking Action  
↓  
Re-diagnosing  
↓  
Taking action  
↓  
Finish

## Action Research.

Finish

- Action research the third stem which is collaborative client consultant inquiry.
- Participant action research is used with most frequency in OD.
- The laboratory training stem, in the history of OD has a heavy component of action research, the survey feedback stem is the history of a specialized form of action research and Tavistock projects have held a strong action research thrust.
- The scholars & practitioners who have invented and utilized action research in the evolution of OD were William F Whyte & Hamilton
- Kurt Lewin also conducted several experiments in the mid 1940's and early 1950's.
- This is one of the most imp. methods of OD implementation in Org.

# Socio technical and Socio clinical stem

- 4<sup>th</sup> major stem in the history of OD. is the socio technical and socio clinical stem to helping groups and orgs.
- Parallel to the work of RCD, the SRC and NTL are the work of the Tavistock clinic in England.
- WR Bion, John Rickman and others were involved in six weeks as "Northfield Experiment" at a military hospital during world war II. In this experiment each soldier was required to join a group that performed some task like handicraft as well as well as discuss feeling, interpersonal relations.
- In 1947, Eric Trist visited coal mines, and observed that the teams that the workers ~~are~~ themselves are better organized and different. Also result of the team approach was remarkable in safety and productivity both.
- Major contributions Eric Trist, WR Bion and John Rickman.