

A STUDY ON ORGANISATION INTERVENTIONS FROM IT INDUSTRY PERSPECTIVE

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Abstract *In a fast-paced, continually shifting environment resilience to change is often the single most important factor that distinguishes those who succeed from those who fail. - Tom Peters*

The current knowledge economy requires organisation to be learning organisation in order to adapt to current challenges because changes and improvements in technology are constantly driving the need for learning as organisation, need to respond to new technologies in order to remain competitive. Introduction of the technology should be supported by various different factors in order to manage the demand effectively, that the new change brings with it, thus help it to survive and flourish (Dehinbo, 2010). Change is not always easy to implement in an organisation but changes are required to survive and flourish. When changes are made, it is an opportunity for learning and if the changes are comprehensive, emphasis should be placed on learning. Interventions, i.e. the structured activities are the principal learning processes in the “action-stage” of organisational development. A learning organisation aims at aligning interventions with the Organisation’s main features which are systems thinking, personal mastery, mental models, shared vision and team learning (Senge, 1999). As a part of change management, in IT sector, both the “operator culture” and “engineering culture” act as a facilitator to adapt the change.

Keywords: *Interventions, Learning Organization, IT Organization, Culture, Change, Transformation, Organizational Development*

1. INTRODUCTION

The past few decades have been characterised by a succession of fundamental shift in the way companies operate and structure themselves. Big-data analytics, lean manufacturing, multi-channel management, social media are the recent trends that present learning organisations are trying to catch up with, in order to maintain their position effectively in this age of cut-throat global competition. Thus business while going through the transformation phase to attain sustainable innovation, will only be effective when supported with adequate resources and different skills (Capgemini Consulting, 2012). Companies principally conduct two different forms of transformations that are fundamental or incremental. Most of the sudden changes that bring about environmental shifts in market places like introduction of new technology or regulations, handling sudden changes in demand or sudden entry of new rivals are typically managed at the corporate level by fundamental transformations (Capgemini Consulting, 2012). Incremental improvements are typically managed by the line organisation and characterized by gradual improvements.

Organisations are complex ecosystems of assumptions, and interactions. In order to adapt and attain sustainable developments through lasting and impactful changes, leaders must have a thorough understanding of the present system and ability to recognize impacts of various interventions (Parmar, 2012). In a fast paced, continually shifting environment, resilience to change is often the single most requirement. Present day organisations have to go through series of changes including adjusting to the marketplace; linking the value chain; living with corporate downsizing; leading self-managed teams; communicating, learning, and developing competencies; managing the value-based organisation; and initiating transformational learning. So it becomes necessary to integrate the latest advances in strategic change, managerial leadership, continuous improvement, and learning and development (Belasen, 1999).

1.1. IT Organisations

Over the last couple of decades for improvement in performance of employees especially knowledge workers, various techno-interventions have played the vital role

(Parmar, 2012). Introduction of personal computers, digital assistants, personal productivity software, various mobile technologies have supported the knowledge workers and helped them in the transformation (Parmar, 2012). The IT & ITes industries help to achieve the vision of a powerful and resilient India by increasing the GDP of the country, enhancing employment and exports, thus contributing to the growth of Indian economy (Parmar, 2012). Now, advances in collaboration technologies have changed the way teams work together in addition to the challenges they face with regard to technology and collaboration. Due to these changes, it is important to take a look at interventions and how they can be technology-driven or administered. Advances in technology-driven interventions can have a substantial impact on virtual project management and online education.

IT organisations in India are continuously transforming, in order to survive in the competition. A study on some of the companies was done.

1.1.1. Tata Consultancy Services

Tata Consultancy Services Limited (TCS) is an Indian IT multinational company headquartered in Mumbai, India (Wikipedia). TCS wants to create a sense of ownership among its employees across all levels and thus designing and implementing various strategies to effectively bring about this change management. TCS believes that transformations at the organisation level depend on the ability of its employees to adapt the changes. Therefore, they believe that in order to make a change management effort successful, the organisation needs to not only build but also promote a bidirectional communication channel that will aid in effective communication of the need for change throughout the organisation, and also encourage employee suggestions, queries and concerns regarding the proposed change (Rahul Mittal, 2012). It will include successive levels of management in the decision making thus ensuring complete understanding of the need for change, and foster a spirit of collaboration. In order to create a sense of ownership among employees, it's the responsibility of managers to engage people at all levels and ensure that they accept change through a continuous support ensuring the transition (Rahul Mittal, 2012).

The paradigm shift in TCS came through its OD interventions like Goal alignment & Balance Score Card Strategy - teach, train & transfer. Human resource interventions included plans such as career planning & mentoring process, formulation of career paths, new role definitions of HR, training and development like "Academic Interface Program", "Initial Learning Program". Another noteworthy program of TCS is PROPEL – The Intervention: Culture Building @ TCS, which mainly comprises of exchange of ideas and problem solving in two modes – confluence and camp; team alignment is

assisted by PROPEL framework and spiral dynamics. Some other deployed initiatives include rewards and recognition, AEP (account excellence program) – relationships modelled on Tata business excellence model; value cards at large relationships – voice of customers, shareholders, employee and technology, feedback survey – e.g. "Darpan – reflect and improve".

1.1.2. International Business Machines Corporation

With headquarters in Armonk (New York, United States) the American multinational technology and consulting corporation, International Business Machines Corporation (IBM) is a leader in manufacturing computer hardware and software. It also offers infrastructure, thus hosting and providing consulting services in areas ranging from mainframe computers to nanotechnology (Wikipedia).

No company lives more than a decade or two without reinventing itself. IBM has kept up with the white hot speed of technological change, evolving from a tabulating company to IT consultant powerhouse. Because IBM leadership understood the imperatives for thriving in turbulent times, it has managed to stay on top. In the intensifying volatility of today's global environment, IBM has followed strategies like-Be nimble and quick to adapt in a world of disruptive change, Know your customers intimately, Cultivate collective responsibility based on "systems knowledge", and Stay committed to your core values. In IBM, Change Management was initiated to avoid service outages, automate changes, and adhere to governance policies. Various prominent OD interventions in IBM comprises of Transformation of Vision. As a part of their OD intervention they transformed their vision to "One IBM" and focused on innovation through enhancement of emerging business opportunities that ultimately manifested into cultural change within the organisation. The organisation also saw cost cutting as a strategy for global functions and processes. Introduction of e-business was a part of technological interventions (Lynda and Applegate, 2009). Various HR interventions included employee empowerment programmes, corporate stress management programmes, wellness programmes like "Think Light", "Spark People"; Global workplace safety programmes like "OSHA Voluntary Protection Programs" (VPP).

1.1.3. Infosys

Infosys (formerly Infosys Technologies) is an Indian multinational provider of business consulting, information technology, software engineering and outsourcing services. Infosys is the third-largest India-based IT services company by 2012 revenues.

Infosys's organisational change management competency deals with certain factors like training & HR, stakeholders' assessment and communication. These are divided into six modules such as organisational readiness, stakeholder analysis, readiness preparation, communication plan, training plan, human resources. In Infosys, organisational change management competency covers organisation readiness, training & HR, stakeholder assessment and communication (Nadir Masood, 2005). Different OD interventions executed in Infosys are HR interventions which included strategies like increase in employee compensation, training of employee – mainly “Virtual Reality Simulation Model”, rightsizing change initiatives to suit organisation culture/challenges and surveys & feedbacks; technological interventions mainly comprised of launching of Big Data Edge, unified communications and collaborations. Another recent vital OD intervention that the company went through was switch at senior level to broaden key leadership experience to encourage “cross industry perspective” and it included programs like “Leadership Development Program” and “9 Pillar Model”.

1.2. Interventions

“Interventions” are structured activities that act as principal learning processes in the “action” stage of organisation development, individually or in combination by the members of a client system to improve their social or task performance (Wikipedia). Interventions attempt to change an organisation or any particular department towards a more effective and sustainable state and thus it disrupts the prevalent status quo. There are three major criteria in OD that define effective interventions (Thomas G. Cummings, 2009).

The first criterion is relevance of the intervention to the organisation and its people, that is finding correct fit with the need of the organisation, thus to build capacity for change and enhance organisational effectiveness. The second criterion is knowledge and understanding of intended outcomes by the employees. The third is that the degree to which the intervention will be able to enhance the organisation's ability to manage change (Thomas G. Cummings, 2009).

An organisation requires its employees to actively participate in designing and implementing intervention and gain skills for effective change management. In this fast paced persistently changing technological, social, economic, and political aspects, competence in change management is vital (Thomas G. Cummings, 2009).

An intervention initiative which is collaborative in nature and maintains transparency, involving all levels of management in decision making leads to the creation of culture that is

adaptive, flexible, dynamic, proactive and competitive (externally).

Successful integration of intervention into organisation is based on readiness of employees for change, capability to change, culture and capabilities of change agent (Thomas G. Cummings, 2009). All these affect the design and implementation of almost any intervention.

The different types of Intervention that an organisation generally follows are:

- *Process Interventions* deal with interpersonal relationships and group dynamics such as T – Groups, Process Consultation, and Third Party Interventions.

The following interventions deal with *Human Processes* that are more system wide than individualistic or small-group oriented, for example Intergroup Relations, Grid Organisation.

- *Techno-Structural Interventions*: Some of techno-structural interventions are restructuring (for examples task methods and job design) and structure (for example, downsizing, reengineering).
- *Human Resource Management Interventions* like goal setting, performance appraisal, reward system, career planning and development, managing work force diversity, employee wellness.
- *Strategic Interventions* link the internal functioning of the organisation to the larger environment and transform the organisation to keep pace with changing conditions. Examples are integrated strategic change, Alliance Formation, mergers and acquisition, trans-organisational development,

2. PURPOSE

The purpose of the study is to find out how organisational development interventions in different IT organisations have guided them through the transformational changes and enhance the holistic development of employees in a learning organisation. This study will also help us to find out, to what extent the learning organisations are alert to early weakening signs of external changes that it will move promptly to make internal changes designed to keep it viable in the changing external world (Senge, 1999). It will also help to determine which transition strategy for change e.g. individual change strategies, techno-structural strategies are being adopted by the organisations. This study will throw some light on how organisations planned to attain desired future goals through organisational development interventions. Another important purpose of research paper is to prove that culture of any organisation acts as a reinforcing factor in every step of transformation within an organisation.

3. LITERATURE REVIEW

3.1. Learning Organisations

A learning organisation is the term given to a company that facilitates the learning of its members and continuously transforms itself (Wikipedia). The term was coined by Harvard's Chris Argyris, but it was Peter Senge, a highly acclaimed business strategist with a PhD in Management, who popularized the term in his book, "*The Fifth Discipline*."

Peter Senge, who popularized learning organisations in his book *The Fifth Discipline*, described them as places "*where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together.*" To achieve these ends, Senge suggested the use of five "component technologies": systems thinking, personal mastery, mental models, shared vision, and team learning (Senge, 1990:3).

Systems Thinking: Learning organisations use this method of thinking for assessment of their company and use information systems to measure the performance of the organisation as a whole and of its various components. Here the characteristics have to be apparent in an organisation for it to be a learning organisation.

Personal Mastery: The process of learning is known as personal mastery. Maximum learning in the workplace is incidental and gained from experience rather than from the imparted training programs; therefore it is important to develop a culture of practicing self-mastery.

Mental Models: It's the basic assumptions that an individual and organisation have. To become a learning organisation, these models must be challenged. Individuals tend to espouse theories, which are what they intend to follow, and theories-in-use, which are what they actually do.

Shared Vision: The development of a shared vision creates a common identity and motivates employees to achieve a common goal.

Team Learning: The accumulation of individual learning constitutes team learning. The advantage of team or shared learning is improved problem solving capacity of the organisation and better access to expertise. Learning organisations facilitates team learning through openness and cross boundary activities.

3.1.1. Other Concepts of Learning Organisation

The Learning Company is a vision that requires proper training at organizational level. Learning company is an organisation which continuously transforms itself by facilitating the learning of all its members. Total employee

involvement collaboratively directed towards values and goals makes up a learning organisation (Pedler *et al.* 1991: 1). The emergence of the idea of the 'learning organisation' is wrapped up with notions such as 'the learning society'.

Its necessary to be adapt at learning, not only just to be able to transform institutions but also institutions, in response to changing situations and requirements but also develop systems capable of bringing about their own transformation continuously (Dehinbo, 2010).

In a similar spirit, Ikujiro Nonaka characterized knowledge-creating companies as places where "inventing new knowledge is not a specialized activity it is a way of behaving, indeed, a way of being, in which everyone is a knowledge worker." Nonaka suggested that companies use metaphors and organisational redundancy to focus thinking, encourage dialogue, and make tacit, instinctively understood ideas explicit.

"If learning comes through experience, it follows that the more one participates in guided experiences, the more one learns; therefore venturing, into uncharted waters and experiencing the failures that may occur is an important part of organizational learning." - Gould, DiBella, Nevis (The Systems Thinker, Vol .4 No .6)

3.1.2. Organisational Change

Organisational change is a structured approach in an organisation for ensuring that changes are smoothly and successfully implemented to achieve lasting benefits. Organisational effectiveness determines how the organisation is achieving its intended outcome. Effectiveness depends on organisational performance and various other internal performance outcomes related to effective and efficient operation in face of various external factors (Richard *et al.*, 2009).

Change capability of an organisation is mainly associated with the knowledge and skills an organisation has related to change, the systems and resources that will be required for change and the experience that an organisation goes through during change. First, management of planned change will require particular knowledge, expert skills and specific change management competence to maintain the momentum. Second, change requires an infrastructure to support the transition. For effective execution of change process, program and project management offices, various consulting resources, along with shared models are vital (Thomas G. Cummings, 2009).

Organisations tend to change primarily because of external pressure rather than internal desire or need to change. Competent or learning organisation will be so alert to

early wakening signs of external changes that it will move promptly to make internal changes designed to keep it viable in the changing external world. Competent organisations are those that continue to change and to survive.

Change can occur in several ways – like individual change strategies, techno-structural strategies, data based important phase which is the in-between or transition state. Organisational change is a matter of assessing current organisational situation (present stage), determining the desired future and both planning ways to reach the desired future and implement the plans (transition phase). Resistance to change varies in different stages of transformation, so the organisations have to come up with different change strategies and techniques (The Nature of Planned Change: Lewin's Change Model). These levels involve changing the individuals who work in the organisation – that is their skills, values, attitudes and eventually behaviour , but making sure that such individual behavioural change is always regarded as instrumental to organisational change; changing various organisational structures and systems – reward systems, reporting relationships, and work design (Senge , 1999).

It is vital that the transformation process be driven from the very top levels of the organisation; the managers must lead the changes with a positive attitude and have a clear positive compelling vision of what is to be achieved. Knowledge and information is the organisation's most important asset. It is necessary to communicate the goals, vision and strategies to the employees and it's the responsibility of a successful manager to create a learning environment. Employees need to get involved in the change process in order to create an adaptable culture within the organisation (Capgemini Consulting, 2012).

3.2. Challenges in Transformation

“The crux of the idea is that for a learning organization to be achieved many changes must be implemented. There can be no doubt that an organization that enters such a change without a full commitment to them will not succeed. Hence it is constantly reframing: looking at problems from different angles or developing and exercising skills. In short it is never static. To comply with this, the people in the organization must continually adapt to changing circumstances.” – Tom Peters

An organisation may face several challenges, mainly human resource practices while going through the transformation phase. Some of the important factors that act as resistance to change are unclear communication of the new goal or objective, fear of unknown, lack of competence, connectedness to the old way, low trust, feeling excluded, change in status quo, change in routines, rewards and

benefits, lack of proper guidance.

Developing leadership culture is about growing leadership talent to the needed level of capability (French, Bell, Zawacki, 6th Edition).

To break through the current capability ceiling, can be a challenge (CCL, John B. McGuire, Charles J. Palus, William Pasmore & Gary B. Rhodes, 2009). Another challenge faced can be related to capability – building (IMD, Stanford).

A well planned and systematic integration of intervention is always appreciated and accepted by the employees. For this it is necessary that the company facilitates a common and widespread understanding of the organisation's vision and culture, integrate training strategies with job promotions and build employee champions to implement critical strategies.

4. RESEARCH METHODOLOGY

4.1. Participants and Procedures

The respondents in our study were employees nested with the three IT organisations under study. Data were collected from 90 participants (30 from each company) via email. Average age of the respondents is 32 years. Organisational tenure served varied from 6 months to 5 years (Table 1)

Secondary Data related to OD interventions in context of management of culture and change in learning organisation were collected from various journals and books. In this analytical research paper, we made a comparative study of OD interventions in three eminent IT companies namely Tata Consultancy Services (TCS), International Business Machines (IBM) and Infosys. Questionnaire was constructed after an extensive review of literature. Certain attributes were identified and measured on Likert's 5 point scale. Convenience sampling method was being carried out to choose respondents for primary research. We used Statistical Package for Social Science version 12.0 (SPSS 12.0) for the purpose of data analysis. Statistical methods used are Factor Analysis & ANOVA.

Table 1: Demography of Respodents

Age of Respondents	Percentage	Tenure	Percentage of reply
20-30	40	< 1 year	17%
30-40	55	1-3 years	65%
40-50	5	3-5 years	18%

4. MEASUREMENT

Organisation interventions were included asking respondents to indicate their agreement on a 5 point Likert Scale

Table 2: Component Analysis

Factor	Items	Loading	Eigen Value	% of variance
1. Transformation Phase (H ₁)	5. The Organisation introduced the Interventions at the right time.		1.272	9.087
	7. Other HR initiatives (Reward & Recognitions, Wellness programs, Employee empowerment programs etc.) taken during the transition phase were helpful.		0.940	6.712
	14. The organisation has shown agility (fast) in driving transformation		0.474	3.388
2. Interventions introduced systematically (H ₂)	1. The organisation helped a lot to cope up and adapt to the changes		1.775	12.678
	4. The interventions helped to develop the system (organisation) as a whole.		1.412	10.084
	12. The interventions were introduced into the system systematically & smoothly.		0.568	4.057
3. Interventions leading to development (H ₃)	6. Appropriate Training & Development initiatives were taken up by the organisation to adapt to the changes.		1.128	8.055
	9. The interventions enhanced holistic development (personal & professional development)		0.755	5.391
	11. The interventions enhanced productivity & economical profitability.		0.588	4.199
4. Employees role in improvement (H ₄)	2. Supervisors/ seniors/ managers were supportive enough during the transition phase.		1.592	11.369
	3. The interventions helped to improve the departmental function		1.470	10.502
5. Interventions were imposed (H ₅)	10. Majority of the interventions were initiated because of external pressure (competitor, change in market trends, technological advancement etc.)		0.725	5.179
6. Role of culture, vision & objective (H ₆)	8. Culture of Organisation (work culture) acted as a reinforcing factor in transformation		0.792	5.661
	13. The new shared vision & objectives were communicated clearly.		0.509	3.637

(5- Strongly Agree and 1- Strongly Disagree). Principal component analysis and varimax rotation were conducted on the questions, using a minimum Eigen value of one as a criterion for the factors extracted. Refer Table 2.

Each of the factors was then computed as separate variable.

5. FINDINGS AND RESULTS

Null Hypothesis (H₀): There is no significant difference in the concerned attributes within the companies.

Table 3: Mean Values of Interventions

		N	Mean
Transformation phase	IBM	30	3.2667
	TCS	30	3.4889
	Infosys	30	3.1111
	Total	90	3.2889
Interventions introduced systematically	IBM	30	3.6333
	TCS	30	3.5889
	Infosys	30	3.4444
	Total	90	3.5556
Interventions leading to development	IBM	30	3.4444
	TCS	30	3.3000
	Infosys	30	3.1667
	Total	90	3.3037
Employees role in improving the departmental functions through transition	IBM	30	3.4500
	TCS	30	3.5500
	Infosys	30	3.3500
	Total	90	3.4500
Interventions were imposed	IBM	30	3.7333
	TCS	30	3.8667
	Infosys	30	4.3333
	Total	90	3.9778
Role of culture , clear vision & objective in transformation	IBM	30	3.6333
	TCS	30	3.3500
	Infosys	30	3.4500
	Total	90	3.4778

Table 4: ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Transformation phase	Between Groups	2.163	2	1.081	5.843	.004
	Within Groups	16.104	87	.185		
	Total	18.267	89			
Interventions introduced systematically	Between Groups	.585	2	.293	2.418	.095
	Within Groups	10.526	87	.121		
	Total	11.111	89			
Interventions leading to development	Between Groups	1.158	2	.579	1.964	.147
	Within Groups	25.652	87	.295		
	Total	26.810	89			
Employees role in improving the departmental functions through transition	Between Groups	.600	2	.300	.769	.466
	Within Groups	33.925	87	.390		
	Total	34.525	89			
Interventions were imposed	Between Groups	5.956	2	2.978	3.810	.026
	Within Groups	68.000	87	.782		
	Total	73.956	89			
Role of culture , clear vision & objective in transformation	Between Groups	1.239	2	.619	1.575	.213
	Within Groups	34.217	87	.393		
	Total	35.456	89			

Alternative Hypothesis: There is marginally significant difference in the concerned attributes within the companies.

- The number of respondents from each organisation was 30 (N), thus total of 90 respondents were there from 3 organisations.

H₀₁

- Level of significance for the 3 companies for Factor 1 (transformation phase) is 0.004 that is < 0.05, (at 5 % level of significance) and thus there is significant difference between the transformation phase of the 3 companies concerned.
- The mean response for factor 1 for the 3 companies ranges from 3.1 – 3.4, average respondents gave the answers in the ‘neutral’ range.

H₀₂

- Level of significance for the 3 companies for Factor 2 (interventions introduced systematically) is 0.095 that is > 0.05, (at 5 % level of significance) and thus there is no significant difference between the 3 companies concerned.
- The mean response for factor 2 for the 3 companies ranges from 3.4 – 3.6, average respondents gave the answers in the ‘neutral’ range.

H₀₃

- Significance value for the 3 companies for Factor 3 (interventions leading to development) is 0.147 that is >0.05, (at 5 % level of significance) and thus there is no significant difference between the 3 companies concerned.
- The mean response for factor 3 for the 3 companies ranges from 3.1 – 3.4, average respondents gave the answers in the ‘neutral’ range.

H₀₄

- Level of significance for the 3 companies for Factor 4 (employees’ role in improvement) is 0.466 that is >0.05, (at 5 % level of significance) and thus there is no significant difference between the role of employee in improvement in 3 companies concerned.
- The mean response for factor 4 for the 3 companies ranges from 3.3 – 3.5, average respondents gave the answers in the ‘neutral’ range.

H₀₅

- Level of significance for the 3 companies for Factor 5 (interventions were imposed) is 0.026 that is >0.05, (at 5 % level of significance) and thus there is no significant difference in the reasons for introduction of interventions in 3 companies concerned.
- According to the survey results ,most of the interventions were initiated due to external pressure

or environmental needs as the mean value revolves around 3.7-4.3 that is closer to ‘agree range’.

H₀₆

- Level of significance for the 3 companies for Factor 6 (role of culture, vision & objective) is 0.213 that is > 0.05, (at 5 % level of significance) and thus there is no significant difference in the way the culture acted as a reinforcing factor during transformation phase.
- Here the mean value ranges from 3.3-3.6 that is somewhere in the ‘neutral range’.

6. CONCLUSION

The significance of the study was to find out how the various interventions introduced within each company that had helped in bringing in the transformation process and had resulted in holistic development of the organisations. The results suggest that, one size-fit is not applicable for all organisations. Strategies have to be tailor made. From our study we can conclude that the reasons for introduction of intervention in different companies of IT industry have been different in various level of organisation life cycle. The restructuring and re-engineering of an organisation or aligning the organisational structure with the strategic direction of the transformation, contribute to adjustment of culture, which play a reinforcing role in the transformation phase. A resilient and adaptive culture helps in smooth transformation within the organisation. The IT organisations are alert to the external changes and adapting through planned transformation phases.

6.1. Managerial Implications

The organisations need to look into the factor of introducing interventions at the right time, taking into account the different HR initiatives integrating external demands with the internal needs. Employees will strongly encourage transformation if it will lead to holistic development as well as they will be motivated if supervisors support during transition phase. A resilient culture will aid in aligning the transformation phase with mission, vision and goals of the organisation. To bring about a smooth transition, it becomes utmost important to encourage employees to take part in decision making, involve themselves in various formal and informal communications within the company. Thus being recognized for their contribution will make them feel valued (sagepub).

7. FUTURE SCOPE OF STUDY

We can use this paper as a benchmark to decide what kind of interventions help the organisations in smooth transition

during transformation stage and thus can also be used for further growth of the industry.

8. LIMITATIONS OF RESEARCH

The first limitation that we faced is reluctance of certain employees in responding to the survey and other is only an iota of the total strength of each organisation was surveyed for our research work. Other than this, time was another constraint for the study.

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