

①

Mgt. Of Transformation

Planned Change

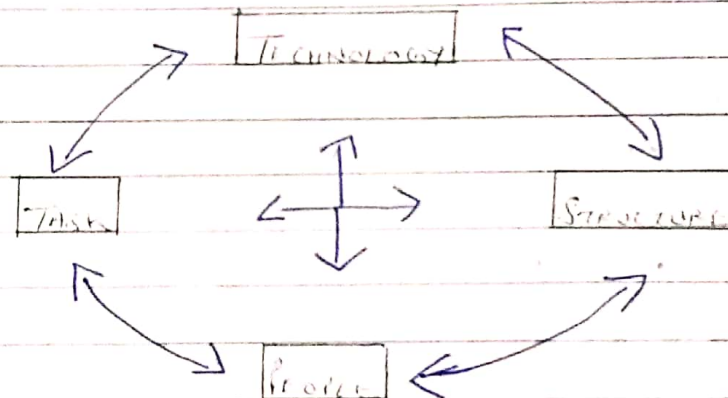
[UNIT - I]

Change in the organizational context is the disturbance in equilibrium of organizational routine & system. It has multiple impact due to the system approach of the organization.

The dimension of change can be positive, negative, developmental, non-developmental, horizontal, vertical, parallel, structural or multifaceted.

The organization equilibrium represent the harmony & balance of task, technology, structure & people.

Change is inevitable for every organization to be ~~have~~ healthy & productive.



The planned change are implemented by the manager often with the help of an OD ~~practitioner~~ practitioner or consultant preferably from outside the organization. These changes are systematically initiated to increase in organizational effectiveness.

Nadler & Tushman have identified 4 types of organizational change :-

	Innovational	Strategic
Proactive	Tuning	Re-orientation
Reactive	Adaptation	Re-creation

ANTICIPATORY CHANGES :- THESE ARE ANY SYSTEMICALLY PLANNED CHANGES INTENDED TO TAKE ADVANTAGE OF EXPECTED SITUATIONS.

REACTIVE CHANGES :- THESE ARE THE CHANGES MADE IN RESPONSE TO UNEXPECTED SITUATIONS.

INCREMENTAL CHANGES :- THESE CHANGES INVOLVE SUB SYSTEM ADJUSTMENT NEEDED TO KEEP THE ORG. ON ITS CHASE PLAN.

STRATEGIC CHANGES :- THESE CHANGES ALTER THE OVERALL SHAPE OR DIRECTION OF THE ORGANIZATION.

FOUR RESULTING TYPES OF ORGANIZATIONAL CHANGE IN THE NADLER - TUSHNETZ MODEL ARE TUNING, ADAPTION, RE CREATION & RE-ORIENTATION. THESE CHANGES INCREASES COMPLEXITY RISK & INTENSITY.

(A) TUNING :- THIS IS THE MOST COMMON, LEAST INTENSE & LEAST RISKY TYPE OF CHANGE. IT IS ALSO KNOWN AS "MAINTENANCE" & THE JAPANESE CONCEPT OF "KAIZEN".

THE KEY TO EFFECTIVE TUNING IS TO ACTIVELY ANTICIPATE & AVOID PROBLEMS RATHER THAN PASSIVELY WAITING FOR THINGS TO GO WRONG BEFORE TAKING ACTION.

(B) ADAPTION :- ADAPTION INVOLVES INCREMENTAL CHANGES. BUT THIS TIME, THE CHANGES ARE IN REACTION TO EXTERNAL PROBLEMS, EVENTS OR PRESSURE.

(C) RE-ORIENTATION :- THIS TYPE OF CHANGE IS ANTICIPATORY & STRATEGIC IN CHOICE.

(D) RE-CREATION :- COMPETITIVE PRESSURE NORMALLY TRIGGER THIS MOST INTENSE & RISKY TYPE OF ORGANIZATIONAL CHANGE.

BENJAMIN DISRAELI, "CHANGE IS INEVITABLE IN A PROGRESSIVE SOCIETY, IT IS CONSTANT."

ROBERT BURNS, "NATURE'S LAW IS CHANGE."

CONSEQUENCES OF STRESS (IMPACT)

Individual Organisational

INDIVIDUAL CONSEQUENCES :-

(A) PHYSIOLOGICAL :-

- Poor Health
- PHYSICAL FATIGUE
- Anxiety
- Depression & Frustration

(B) PSYCHOLOGICAL :-

- Irritability
- Job Dissatisfaction
- Boredom
- Poor Job Performance
- Low Self Esteem

(C) BEHAVIOURAL :-

- Attitude • Aggressive
- Becoming Inefficient
- Becoming More Self Centred
- Attendance Increase
- Absenteeism

ORGANISATIONAL CONSEQUENCES :-

- Low Production / Profit
- Labour Profit
- Loss of Customer
- Loss of Goodwill
- Disturbance in Work Culture

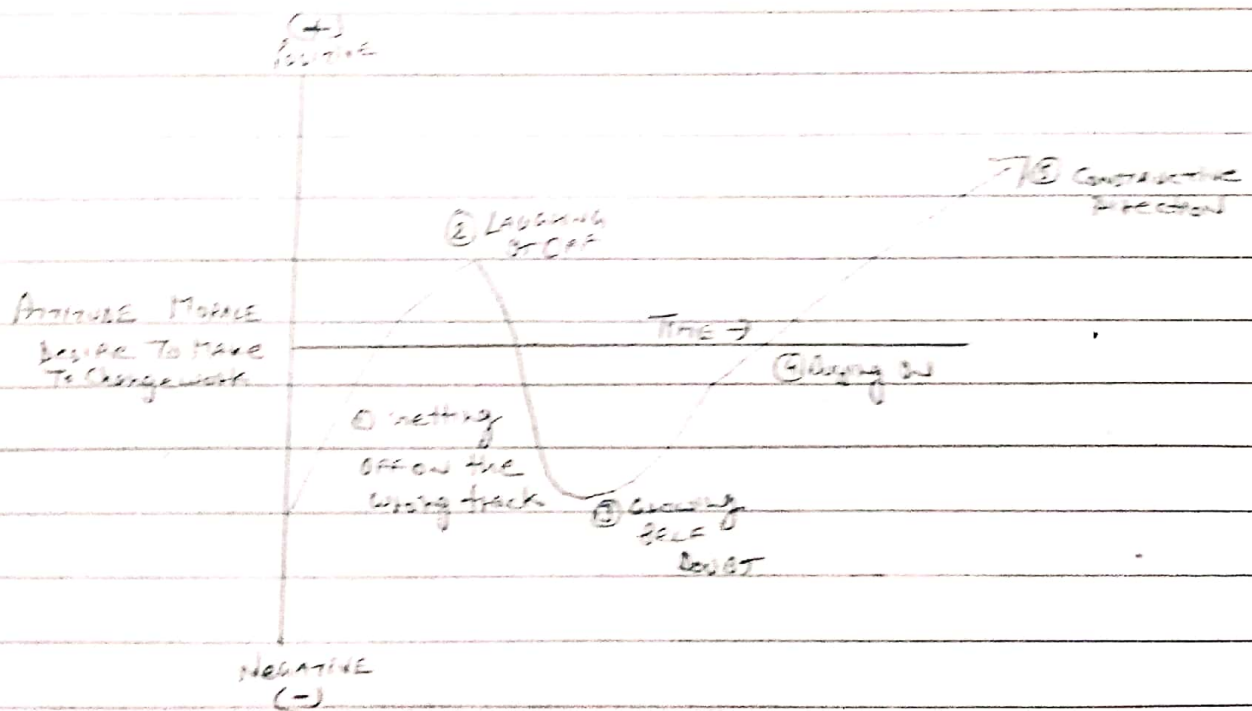
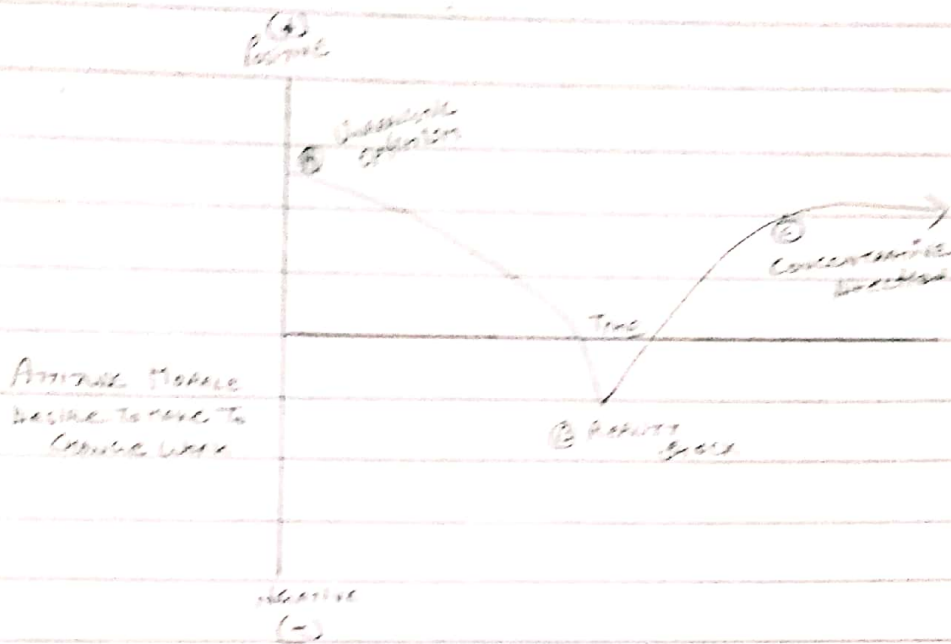
Coping Strategies for Stress

Individual Approach

- Be Positive
- Be Physically Fit
- Self Development
- Being Assertive
- Readjustment of Life Goals

Organisational Approach

- Recruitment & Selection
- T&D
- Reinforcement Strategies
- Building teamwork
- Participative Mgt.
- Counselling
- Planning & Career Dev.
- Clarity of Goals & Obj.



Hence ABOVE BOTH DIAGRAMS SHOWS THE PEOPLE RESPONSE TOWARDS THE CHANGE THEY LIVE OR THE CHANGE IN WHICH PEOPLE FEEL OR THEY DISLIKE IT.

INTERNAL FORCES

- ① TOP LEVEL MGT.
- ② POLICY ORIENTED
- ③ STRUCTURAL
- ④ FINANCIAL
- ⑤ EXPANSION & DIVERSIFICATION
- ⑥ SKILLS & LEVELS OF PRODUCTION
- ⑦ RESEARCH & DEVELOPMENT
- ⑧ HUMAN DISPOSITIONS

(i) DYNAMIC EXISTENCE OF BUS.

(ii) OPERATIONS NEEDS & STRATEGIC FORCES

EXTERNAL FORCES

- ① ECONOMIC
- ② SOCIAL
- ③ POLITICAL
- ④ TECHNICAL
- ⑤ MARKET ORIENTED
- ⑥ LEGAL
- ⑦ ECOLOGICAL
- ⑧ COMPETITIVE GLOBAL MARKET

OTHER FORCES

- ① BUSINESS PULSE
- ② CHANGE AGENT ORIENTED NEED / FORCE
- ③ CRISIS OF BUSINESS CHANCES
- ④ DOMINO-EFFECTS

RESISTANCE TO CHANGE

NORMALLY WHEN BUSINESS NEED CHANGE THE RELATED EMPLOYEES MAY NOT BE MENTALLY & TECHNICALLY READY TO ACCEPT CHANGES. THIS SITUATION MAY ARISE DUE TO UNPREDICTED CHANGE OR IMPROPERLY MANAGED CHANGE AS IT GIVES RISE TO THE PSYCHO EMOTIONAL FEVER OF THE PEOPLE HENCE THEY RAISE VOICE AGAINST THE CHANGE & THIS IS KNOWN AS RESISTANCE TO CHANGE.

FACTORS AFFECTING RESISTANCE TO CHANGE

WORK RELATED

FACTORS /
RESISTANCE

INDIVIDUAL

FACTORS /
RESISTANCE

SOCIAL

FACTORS /
RESISTANCE

1. UNEMPLOYMENT.

2. WORK CULTURE

3. WORK PATTERN & METHODOLOGY

4. PROCEDURES & FORMALITIES

5. DEMOTION OR STAGNATION

6. IMPACT ON SALARY

7. CROSS IMPACT ON ~~SALARY~~ FACILITIES

8. INC. IN WORK RELATED RISK

9. NEED FOR HIGH CONTROL

10. LOSS OF POWER & RIGHTS & PRIVILEGES

11. CHAIN REACTIONS

1. INCONVENIENCE

2. UNCERTAINTY & INSECURITY

3. FEAR FACTOR

4. MISCALCULATION OF EFFECT

5. MENTAL STAGNANCY

6. OLD & BITTER EXPERIENCE

7. NEED FOR HARD WORK

8. LOADS OF WORK RELATED STRESS

9. QUESTION OF SUPER ECAD

10. INCREASE DEPENDENCY

1. INTER PERSONAL RELATION

2. LACK OF TRUST

3. SOCIAL LOSS OF RECOGNITION

4. IMPACT OF GROUP & MOB BEHAVIOUR

5. OPPOSITION OF UNION

6. SACRIFICE OF IDEOLOGIES

8. POLITICALISATION OF SITUATION

7. REJECTION OF OUTSIDER

OVERCOMING RESISTANCE TO CHANGE

"LIVING MEANS SOLVING PROBLEMS & GROWING UP MEANS BEING ABLE TO SOLVE BIGGER PROBLEMS."

"THE PURPOSE OF MGT. LEADERSHIP.

PARENTING, OR GOVERNING IS EXACTLY THAT: TO SOLVE TODAY'S PROBLEMS & GET READY TO DEAL WITH TOMORROW'S PROBLEMS. THIS IS NECESSARY BECAUSE THERE IS CHANGE. NO MANAGEMENT IS NEEDED WHEN THERE ARE NO PROBLEMS & THESE ARE PROBLEMS ONLY WHEN WE ARE DEAD."

TO OVERCOME RESISTANCE TO CHANGE

WE ARE HAVING FOLLOWING OPTIONS :-

- (i) EDUCATION & COMMUNICATION.
- (ii) PARTICIPATION & INVOLVEMENT.
- (iii) FACILITATION & SUPPORT.
- (iv) NEGOTIATION & AGREEMENT.
- (v) MANIPULATION & CO-OPERATION.
- (vi) EXPLICIT & IMPLICIT CORRECTION.

OTHER TECHNIQUES :-

- (i) TRAINING
- (ii) INVOLVEMENT
- (iii) TEAM BUILDING
- (iv) USE OF LEADERSHIP INFLUENCE
- (v) CONSULTATION
- (vi) STRENGTHENING & SINCERITY, COMMITMENT.
- (vii) EMOTIONAL SUPPORT.
- (viii) FINANCIAL SUPPORT.
- (ix) NEGOTIATION & BARGAINING.
- (x) MINIMIZATION OF SOCIAL & ECONOMICAL RISK.
- (xi) PEACE MEAL APPROACH.

DIFFERENCES BETWEEN CHANGE VS TRANSFORMATION

- ① CHANGE IS DUE TO FORCES INVOLVED IN TO IT BUT TRANSFORMATION IS ALWAYS EMPLOYED LED INITIATIVE.
- ② CHANGE MAY BE A PART OF PLANNING BUT TRANSFORMATION IS ALWAYS STRATEGIC.
- ③ CHANGE IS MOSTLY QUANTITATIVE & OFTEN QUALITATIVE, TRANSFORMATION IS QUALITATIVE ONLY.
- ④ THE SIZE & MAGNITUDE OF CHANGE CAN BE SMALL OR BIG & TRANSFORMATION IS ALWAYS BIG & VISIBLE.
- ⑤ THE INVOLVEMENT IN CHANGE IS OF PROCESS & TECHNOLOGY THROUGH HUMAN RESOURCE WHERE AS TRANSFORMATION IS HARMONY OF CHANGE IN HUMAN ATTITUDE, PROCESS, PRODUCT, LOOKS, TECHNOLOGY, STRATEGY, SETUP & LAYOUT ETC.
- ⑥ CHANGE IS A PATTERN OR A STYLE WHERE AS TRANSFORMATION IS DEFINITIVE & ALWAYS ASSURE OF SUCCESS.
- ⑦ CHANGE IS INTERFERENCE TO FREQUENCY & CONTINUITY WHERE AS TRANSFORMATION IS ALWAYS EPISODIC.
- ⑧ CHANGE IS RELATED WITH SITUATIONAL STANDARD SETTING WHERE AS TRANSFORMATION IS LEADING FROM FRONT FOR BENCHMARKING.
- ⑨ CHANGE IS CONTEXTUAL BUT TRANSFORMATION IS PERCEPTUAL.

TRANSFORMATION OF THE ORGANIZATION

THE TRANSFORMATION IN THE PRESENT CONTEXT HAS TO BE A DYNAMIC PROCESS DRIVEN BY INDIVIDUAL AS THE FACE AND MOMENTUM FOR THIS KIND OF PROCESS IS REQUIRED TO BE CREATED BY RECOGNIZE THIS HUMAN FACE. AT THE BASIC LEVEL ITSELF ALL DEPENDS UPON WHETHER EACH OF ONE INDIVIDUAL OF THE ORGANIZATION WANTS & INITIATE TO SCRIPT A NOTICEABLE WORLD CLASS ACHIEVEMENT.

STRATEGY:-> ① EXAMINING THE ROLE OF VARIOUS STAKEHOLDERS IN THE CONTEXT OF ORG. SYSTEM, PROCESS, DYNAMICS & FUTURE. (A MISSING LINK)

Implications.

- ② DIAGNOSTIC & EXTENSIVE INTERNAL & EXTERNAL ENV-SURVEY.
- ③ ANTICIPATING & CREATING A FEEL TO TRANSFORMATION.
- ④ DYNAMIC REDESIGNING OF ORGANIZATIONAL PROCESS INITIALLY FOCUSSED ON THE PROCESSES ON WHICH THE TRANSFORMATION CAN TAKE ON.
- ⑤ RE-INVENTING THE ORGANIZATIONAL METHODS, TECHNOLOGY, PEOPLE & THEIR ATTITUDE TO GIVE DYNAMIC SYNERGISTIC FORCE FOR FASTER TRANSFORMATION.
- ⑥ BENCHMARKING AS THE PERMANENT PHENOMENA TO INTRODUCE WITHIN THE SYSTEM.
- ⑦ THE ORGANIZATION REE. LEADERS NOT MANAGERS TO CHANNELIZE ALL HUMAN ENDEAVOURS FOR TRANSFORMATION. IT CAN BE CLASSIFIED UNDER THREE MAJOR PARAMETERS:-
 - (i) RATIONAL :- THINKING LOGICALLY,
 - (ii) EMOTIONAL :- BASED ON BELIEFS, VALUE etc
 - (iii) ACTIONABLE :- BASED ON PRACTICAL EXPERIENCE.
- ⑧ TO DEVELOP THE PASSION IN PEOPLE THE TOTAL TRANSFORMATION CAN BE AND INTEGRATING ACTION OF RATIONAL, EMOTIONAL & ACTIONABLE ELEMENTS OF THE INDIVIDUAL.

PROCESS OF TRANSFORMATION

[I] AGENDA FOR ACTION :-

- (i) INITIATING PEOPLE INVOLVEMENT & COMMITMENT.
- (ii) LEADERS SETTING & CREATING AGENDA WITH PEOPLE & GENERATE DISCUSSION.
- (iii) MOTIVATION FOR SUSTAINABLE DEVELOPMENT.

[II] PLANNING THE ORGANIZATIONAL DYNAMICS :-

- (i) IT IS THE MOST IMPORTANT TO UNDERSTAND WRITTEN & UNWRITTEN RULES OF THE ORGANIZATIONS.
- (ii) IDENTIFIED & GIVE IMPORTANCE TO REAL INFLUENCES.
- (iii) PRIVATIZE AREA OF CONSTANT

(iv) Engage Right Kind Of People & Involved Them Appropriately.

(iii) Give Right Signals :-

(i) Aligning The System & Structure To Excellence Performance Improvement & Learning.

(ii) The Mgt. Should Give Right Signals To The Individual By Taking Inclusive Decision.

(iii) The Leader & Organization Must Also Put Their Commitment For The Right Kind Of Signal To Change Every Individual.

(iv) Ask Question To Ensure That The Transformation Is The Right Path In The Action.

Need & Imp. Of Leader In Transformational Process

(i) Absence Of Subordinate Goals :- Every Person In The Organization Realize Only That Sphere Of Activity To Which Their Job Or Role Is Concern.

(ii) Excessive Influence On Informal Managerial Approach.

(iii) Informal Influence In Bus. Decisions.

(iv) Difficulty In Loosening The Formal Authority Structure :- The Yes Boss Culture & Absolute Formal Delegation Are Not Suitable For Transformation.

(v) Most Of The Bus. Are Family Owned Organisations :- Inheritate People Could Be Best Managers But Not The Best Leaders.

(vi) Competition & Relative Uncertainty :- For Most Of The Employees It Is A Question Of Bread & Butter Thus Risk Taking Is Minimum In The Ruthless Competition & Associated Uncertainty.

(vii) Breaks Of Different Types & Development Of HR.

(viii) Lack Of Integration Between All Strands Of All The Organizational Stakeholders.

(ix) Loose Commitment: (A Missing Link)

TRANSFORMATIONAL LEADERSHIP

It is the process of engaging the commitment of employees in the context of shared values & shared vision. It is particularly relevant in the context of managing change. It involves relationships of mutual trust between leaders.

- TRANSFORMATIONAL LEADERSHIP HAS FOLLOWING COMPONENTS:-
- (i) Idealised Influence
 - (ii) Individual Consideration
 - (iii) Intellectual Stimulation
 - (iv) Inspiration

CHARACTERISTICS:-

- ① They clearly see themselves as change agents. They set out to make a difference & to transform the organization for which they are responsible.
- ② They are courageous. They can deal with resistance, take a stand, take risks, confront reality.
- ③ They believe in people. They have well developed beliefs about motivation, trust & empowerment.
- ④ They are driven by a strong set of values.
- ⑤ They are life long learners. They view mistakes their own as well as other people's as learning opportunities.
- ⑥ They can cope-up with complexity, uncertainty & ambiguity.
- ⑦ They are visionaries.

LEADERSHIP SKILLS & QUALITIES (WESS ROBERTS)

(LEADERS ATTRIBUTE FOR TRANSFORMATIONAL DEVELOPMENT)

- ① COURAGE
- ② Desire is the strong wish to lead.
- ③ EMOTIONAL STAMINA, the ability to persist in the face of disappointment.
- ④ PHYSICAL STAMINA

⑤ EMPATHY :- INCLUDING SENSITIVITY TO OTHERS PEOPLE'S VALUES & OTHER CULTURES BELIEFS & TRADITIONS.

- ⑥ NECESSITOUSNESS.
- ⑦ ANTICIPATION.
- ⑧ TIMING.
- ⑨ COMPETITIVENESS.
- ⑩ SELF-CONFIDENCE.
- ⑪ ACCOUNTABILITY.
- ⑫ RESPONSIBILITY.
- ⑬ CREDIBILITY.
- ⑭ DEFENSIBILITY.
- ⑮ STEWARDSHIP.
- ⑯ LOYALTY.

NOW WE COME TO THE VARIOUS SKILLS WHICH AN EFFECTIVE LEADER NEEDS TO BE WITHIN HIMSELF :-

[A] OVERALL COMMUNICATION SKILLS :-

- ① PRESENTING.
- ② CONVICING.
- ③ EFFECTIVE LISTENING.
- ④ AUDIENCE ANALYSIS.
- ⑤ ORGANISING & CALLING MEETINGS etc

[B] WRITTEN COMMUNICATION SKILLS :-

- ① DRAFTING LETTERS OF CONCERN.
- ② WRITING MEMOS.
- ③ REPORTS & RECORDS.
- ④ PROCEEDING OF MEETINGS.
- ⑤ APPEALS & FORMAL OR LEGAL LETTERS.

[C] USING RULE OF CRITICISM :-

- ① CRITICISE PRIVATELY.
- ② PRAISE PUBLICLY.
- ③ CRITICISE WHEN THE LIMITS ARE CROSSED.
- ④ PRAISE EVEN OR EVERY SMALL ACHIEVEMENT.
- ⑤ FOR SUCCESS - GIVE THE TEAM TO DESIRED CREDIT.

[D] Prepare & Facilitate People For Upgradation For New Responsibilities :-

- ① Determination Of Org, Roles & Goals.
- ② Identifying Opportunities For Growth.
- ③ Utilising Talents & Capabilities For Enhancement Of Skill For Everyone.
- ④ Assign Task & Responsibility According To Upgraded Knowledge & Skill.

[E] Preparing & Reporting Regularly To Employees About The Benefits For Self & Organisation To Continue To Have Interest Alive :-

- ① Highlights The Achievements Through Proper Publicity.
- ② Keep Employees Informed About Expected Future Benefits

[F] Be A Leader Teacher & Role Model To The Team :-

- ① Teach The People To Be Socially Sensitive & Responsive.
- ② Be Patient & Teach Patient.
- ③ Wear The Right Attitude.
- ④ Create Awareness About Problems & Burning Issues.
- ⑤ Teach Cultural Sensitivity.

[G] Maintain Of Hygiene Factor & Welfare :-

- ① Maintain Pay Levels
- ② Promote The Deserving Candidates.
- ③ High In Salary & Facilitate Time To Time.
- ④ Providing Welfare Facilities.
- ⑤ Award & The Productivity.
- ⑥ Provide Healthy Recreation Too.

[H] Demonstrating The Capability & Capacity To Discipline & Control :-

- ① Empathy.
- ② Set Std. Of Disciplinary Goals.
- ③ Strike Adherence.
- ④ Use Innovative Control Practice.
- ⑤ Motivate For Self Discipline & Self Control.

CHARISMATIC LEADERSHIP

Bass QUOTES Max WEBER'S VIEW OF CHARISMA WHICH HAS FOLLOWING ELEMENTS:-

- (i) A PERSON WITH EXTRA ORDINARY GIFTS.
- (ii) A CRISIS.
- (iii) A RADICAL SOLUTION TO THE CRISIS.
- (iv) FOLLOWERS ATTRACTED TO THE EXCEPTIONAL PERSON BELIEVING THAT THEY ARE LINKED THROUGH HIM TO TRANSCENDENTAL POWERS.
- (v) VALIDATION OF THE PERSON'S GIFTS & TRANSCENDENCE IN REPEATED EXPERIENCES OF SUCCESS.

HERE MORE FOCUS IS ON THE PERSONAL ATTRIBUTE OF CHARISMA. THE WORD CHARISMA COMES FROM A COMBINATION OF EMOTIONAL EXPRESSIVENESS, SELF CONFIDENCE, SELF-DETERMINATION & FREEDOM FROM INTERNAL GRIEVES CONFLICT.

CHARISMATIC LEADERS ARE PEOPLE WITH A STRONG CONVICTION IN THE & ESSENTIAL RIGHTNESS OF THEIR OWN CONVICTIONS. THEY ARE RADICAL, UNCONVENTIONAL, RISK TAKING, VISIONARY.

A KEY DIMENSION OF CHARISMATIC LEADERSHIP IS THAT IT INVOLVES A RELATIONSHIP OF INTERACTION BETWEEN THE LEADER & THE PEOPLE BEING LED.

The Charisma is based on a combination of Referent Power through which the leader inspires confidence in his ability to make decisions, expert power in which the leader's Expert power

is based on his knowledge.

And job involvement, in that

the person is going to decide

because of his position

in the organization.

Job

INVOLVEMENT

Commonwealth: 1. ① Self Governance

② A Village

③ Access To Affordable Tax Voucher

④ Strong Connections About The Village

⑤ Income Tax Is Out Of The Country

⑥ Income A Good A Capital Asset

⑦ Environmental Security

⑧ Low Commonness Soil

⑨ Access To Public Trust

⑩ Private Income Control

⑪ Investment To Tax Rate

Types Of Commonwealth Leases:

① Income Lease

② Economic Lease

③ Social House Lease

④ Private Lease

⑤ Other Lease

The Lease

1. Lease Lease Agreement

2. Most Lease Lease Lease Lease Lease

3. Most Lease Lease Lease Lease Lease

4. Most Lease Lease Lease Lease Lease → Transnational

5. Most Lease Lease Lease Lease Lease

6. It Leased to Lease

How Transnational Taxes Work

Process: ① Strategy ② Administration Of Money ③ Investment Self

(For Lease) Assurance ④ Enhancement Own Income ⑤ Activation Financials

These Governance & Policies ⑥ Reinforcement Financials With Community

(For Lease) ⑦ And ⑧ International & Investment

Diff. B/w Charismatic & Non-Charismatic

Basis

① Classical Concept

Charismatic Leadership

Non Charismatic
Ment. of Administration

② Perceptive Vision

Very Wide &
Very Enriching

Pin Pointed Focus
on Objective

③ Orientation

People Oriented

Task Oriented

④ Horizon

Born Leaders

Made Leaders

⑤ Types

Transformational

Transactional

⑥ Experience

Not Necessary

Essential

⑦ Followership

Very Large & Blind
Followership

Considerable &
Critical Followership

⑧ Way of Method

Re-Volutionary

Evolutionary

⑨ Work Perspective

Do the Right Things

Do the Things Right

⑩ Practically

Not More Practical

More Practical

CORPORATE DEVELOPMENT PROGRAMME ROLE TRAINING MODELS OF LEADERSHIP

