

TWO DAYS TOO MANY STORIES: IIMK DIARY

This is a brief note on the personal experience of two days workshop attended by me at IIMK as part of the management development programme organized by the State Mission on the particular area "**Managerial Excellence Programme**" for programme managers and executives of Kudumbashree.

I attended the second batch of the programme which was held during 21-22 July 2017. The two days programme covered following five aspects of managerial excellence: Understanding dimensions of organizational Excellence, Organizational Excellence- measures and means, Social Leadership model for Excellence, Change Management, Getting the most out of team work.

The whole sessions were led by two faculty members, Dr. Priya Nair Rajeev and Dr. Simy Joy (external faculty) and the programme was coordinated by Prof. Priya Nair Rajeev of IIMK.

Process and Learning Outcome: Day One - 21/07/2017

The first session '*Understanding dimensions of organizational Excellence*' was mainly an introductory part of the whole sessions which aimed at instilling thoughts of improving organizational efficiency among participants.

The second session "*Organizational Excellence- measures and means*" was to introduce the organizational alignments among participants. The **7 S Model** in management literature was discussed in detail here. The session was handled by Dr. Priya and the first part of the session was spared for explaining the basic concepts of the model and to convince how it acts an important tool to assess/analyse an organization. All seven elements of the model; Strategy, structure, systems, staffing, skills, styles and shared values were discussed in detail.

The second part of the session spared for group activity and the participants were grouped into five for discussing and internally examining the present Kudumbashree organization based on the theoretical understanding of **7 S model**. It was a great opportunity for both objective and critical assessment of our organization. After group discussion a plenary session was also arranged to express the findings of each group. The exercise was really insightful and; participants got several ideas about the present status of our organization, its strength and limitations and; how to move towards the new trajectory of growth by which attain its declared objectives.

The third and fourth session "Social Leadership model for excellence" divided into two: theoretical part and practical work. The core of the sessions was to create a thought about how time can be utilized effectively. A functional categorization matrix was introduced in the session and based on it an exercise was assigned to each participant for listing out their last two weeks tasks in mission. The exercise led to an introspection among all participants how unnecessary things are stolen their valuable time and prominent are getting least priority in the agenda of their assigned tasks in mission.

Process and Learning Outcome: Day Two - 22 /07/2017

The fourth and fifth sessions "Change management" (2 sessions) was for introducing the importance of an inbuilt mechanism for systemic change (mechanism ensuring continuous improvement) in the organization. As in the case of second session, this also divided into two parts, theory and group activity. Dr. Simi Joy led the theoretical session and, for achieving systemic change in the organization, she introduced the "**Change Wheel Model**" in management literature.

The session convinced everyone that there are mainly ten elements either lock a system in place or contribute to systemic change. The elements are captured in a simple model called the **change wheel**. Each spoke contains an element that when combined with others, gets systemic change rolling. Ten elements(spokes in the wheel) include common theme and shared values, symbols and signals ,governance and accountability structure, education, training, action tools, champions and sponsors, quick wins and local innovations, communications, best practice exchange, policy, procedures, system alignment, measures ,milestones and feedback, rewards and recognition.

In the second part of the session, participants were divided into six groups and one or two elements in the change wheel model for framing a systemic change design on each element. As an important diagnostic tool and planning guide that examines how actions on each element (spoke in the wheel) contribute to the declared goal of Kudumbashree each group framed detailed designs that contribute systemic change in our organization and presented in the plenary. This exercise provided me lots of meaningful insights in designing a change management plan for our organization in future

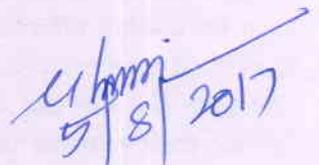
The fifth and last session "**Getting the most out of team work**" was mainly a team exercise. The participants were divided into six teams and all teams were given a tower building exercise. The task was to build a tallest tower with the material given in the time limit of forty-five minutes. Tower must have a clear design concept that represents Kudumbashree. This exercise provided me lots of inputs to understand how group dynamism works in an organization.

In addition to academic themes, the training programme included a yoga session also. Second day started with yoga class led by Mr.Unnikrishnan and he gave us demonstration on ten different *Asanas* including breathing and relaxation. It was very much beneficial for many who never got opportunity to practice it till then.

End Words

Though short in time span, only two days, it was very much rich in concept and content. Above all, even the two day stay in IIMK, one of the prestigious management institutions in the country, was a great opportunity. It was encouraging indeed. The greenery in the campus must have helped to sprouts lots of new insights and inspiration to go ahead with new green thoughts. Finally, I express my sincere gratitude to all who provided me this great opportunity to attend the programme.

BY



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