

Report of the Managerial Excellence Workshop at Indian Institute of Management, Kozhikode.

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Name of Faculty.

1. Prof.Priya Nair Rajeev
2. Dr.Simy Joy

The training was fruitful up to a larger extent. In a nutshell following are the key areas covered.

The concept of Organisational excellence.

Since an organization is a complex system with certain key and critical interrelated elements such as Strategy, Structure, Shared values, Systems, Skill, Staff, and Style , its excellence is said to be achieved when the Manager succeeds in properly aligning these elements, according to the environment. For this the Manager should have a Helicopter/aerial view of all happenings which would lead him to achieve the “Super Ordinate Goals”. In the context of Kudumbashree this has very much relevance since the observation of the happenings at each and every level is essential for proper alignment.

Besides, task interdependence viz pooled and reciprocal interdependence has great relevance in an organization. In pooled one, each one to work independently by dividing work according to expertise and put the fruits of the work together .Reciprocal interdependence is the most complex situation in which one unit’s output becomes input to another unit and viceversa.The success of the Manger depends on how effectively these factors are combined for getting the desired out come.

The Change Wheel: *Elements of systemic change and how to get change rolling.*

Without fundamental systemic change, organizations will always revert to their basic pattern. Leaders must thus reset the organisation’s default position, they must change the template and get to the underlying code (which some call the organisation’s DNA). A single intervention in a dysfunctional system won’t change outcomes unless the underlying design is addressed. The change wheel is a diagnostic tool and planning guide that examines how actions on each area contribute (or not) to the goal .Then identification of missing and contradictory elements and those generating unintended consequences are important to explore opportunities that could be leveraged.

Ten major elements are captured in a single model called the Change Wheel. Each one contains an element that, when combined with others, gets systemic change rolling, on the assumption that a wheel is an appropriate image, especially when seeking radical change. After all, the turn of a wheel is a revolution. The circular shape means that no one element automatically comes first, there can be many starting points. But all elements must reinforce the change, or the wheel will stop turning.

The change wheel is moved by human agency who put their own passion and brain power in to the effort of change. People at all system levels increasingly have the tools to provoke if not perfect systemic change, through access to powerful information and communication technologies, including those that are mobile and thus agile and flexible.

Conclusion

Management techniques like The Feedback Loop, MBO (Management by Objective), Operations Research, PERT (Programme Evaluation & Review Technique), Strategic Planning etc can be utilized at various stages keeping in mind the fact that ours is a Mission targeting to uplift the marginalised and weaker sections of the society, with special emphasis on women, through livelihood promotion and social development activities, for value creation rather than value capturing. SWOT (Strength, Weakness, Opportunities, and Threats) analysis may be useful in the selection of enterprises. The need for strengthening the MIS and data analysis is also important for proper judgment of the success and failures of each programme which necessitates the service of a Monitoring and Evaluation Officer at Dist as well as State level.

As the Change Wheel is the most recent of numerous attempts to improve Organisational efficiency, let's think of this overall systemic change principle, to make a revolution in Kudumbashree.

VENUGOPAL,N
Asst Dist Mission Coordinator,
Alappuzha.