

Report of the Training on
“MANAGERIAL EXCELLENCE PROGRAMME”
for the Programme Managers and Executives of Kudumbashree

Title	“MANAGERIAL EXCELLENCE PROGRAMME” for the Programme Managers and Executives of Kudumbashree
Dates	21 st & 22 nd of July 2017
Venue	IIM – Kozhikode campus
Participants	30 persons represented by 4 Programme Managers of Kudumbashree State Mission, 26 DMCs & ADMCs of different district Missions of Kudumbashree.
Facilitators	Prof. Priya Nair Rajeev, programme Coordinator and Ms. Simi Jerome, Faculty Members of IIM-K
Background of the Training workshop	IIM-K is supporting Kudumbashree to revamp its activity through improving managerial excellence of its executives and programme managers. It aims at inculcating professional approach to the entire K’shree operations. Also help improve the team work and individual efficacy in programme management of K’shree executives and programme managers.
Programme Frame	The frame of reference of the programme was that, it should look into following four major aspects of the revamping of the K’shree. <ul style="list-style-type: none"> a) De-learning of old and outdated practices prevailing in the organization b) Revamp the existing systems and practices to make it mission oriented and professionally driven c) Improving the individual efficacy of the executives and the programme managers d) Improving the team work among the staff members by making the Group in to an effective Team
The process begins	With the above frame in mind the sessions were started with an inaugural session participated by both the faculty members of IIM-K and participants from the K’shree mission. Short but very effective opening to such an event.
Session 1 – understanding dimensions of organizational Excellence	The session dealt with basic dimensions which contribute and constrain the organizational excellence like the organizational policies, environment, external as well as internal, group dynamisms, individual contributors, and policy by the govt. different stakeholders who hold the organizations together etc were dealt and the brainstorming was held to find out such dimensions which are contributing and constrain the progress of K’shree.
7 – s frame work	This is a tool for analysis of action.
Strategy	Through effective strategy prioritization will come and thus the effective management is ensured
Structure	The way in which organization’s tasks and people are divided and authority is divided. There are 4 basic structural forms. – Functional, Divisional, Matrix, and Network. Each one of them are having its merits and demerits. The network is comprised of relatively small semi autonomous groups that join temporarily or permanently with other groups to achieve common objectives. (eg. Project teams)
Systems	Systems have a profound impact on organizational effectiveness because they focus the attention of the managers. It dealt with management control system, Performance measurement and reward system, Planning , budgeting and resource allocation system, management Information system:

Staffing	Organizational effectiveness of any organization is largely determined by who the people are, and how the organization develops them. Recruitment practices, demographic characteristics of management team, staff development activities, mentoring programmes, stretch assignments etc. were discussed. Different staff pattern in K'shree mission were also discussed in larger group.
Skills	Skills are core competencies of the organization by way of competencies of its people, by way of its effective systems or management practices. It is often argued that a key factor influencing the fate of organizations is their ability to cultivate distinctive areas of skills.
Style	It mainly deals with the leadership style of the top management and overall operating style of the organization. Style of decision making, style of conduct of meetings, norms people follow etc counts. There should be sessions to review the style of operation / leadership style and make corrections to that, as and when required.
Shared values	Shared values refer to the small set of ideas, often unwritten, that give purpose and meaning to the organization's work. For example the Vision statement of K'shree. Shared values highlight what is truly important to people in the organization and serve as guiding concepts for management action.
Using the 7 – S model – Identifying opportunities for improvement / with the above mentioned frame 7-S model was used to identify the changes we intended to make in K'shree. A group discussion was organized in 6 groups to identify areas to be improved using the 7-S frame. 7 topics were allotted to 6 groups for discussion and asked to present their views in consonance to the 7-S principles. After discussion in groups, they presented their views on core functional areas of K'shree where the changes needs to be incorporated for effective implementation of the programmes in a mission mode. It was found that the teams were given very valuable suggestions to revamp various aspects starting from systems to shared values in K'shree. It was a real eye opener and revealing. 7-s frame is found to be a very effective tool in analyzing the action. This helped us identify areas needs to be improved. It is also found that this frame is not an end point rather it is the starting point for any organization which needs to revamp its core area of action. It is suggested that caution and judgment must be used when drawing inferences from the analysis. A leader is wise enough to recognize the full range of elements that may need to be changed and focused on the ones that will have the greatest effect.	
Session 2. Change management	Without fundamental systemic change organizations will always revert to their basic pattern. The leaders who wanting to turn around an organization needs to change the basic template itself. A single intervention is never going to change the outcomes unless the underlying design is addressed. In order to bring in the change in underlying design a 10 element tool was introduced by the resource team, namely CHANGE WHEEL. Tem major elements either lock a system in place or contribute to systemic change. It is made in the form of a wheel in order to show the radical change. There is no starting point or end point, Which means that all the 10 elements have its own importance in keeping the wheel revolving. Take a look at the 10 spokes of the change wheel.
1.Common Theme shared vision	The change vision of the organization must be well and widely understood. Spreading the message is a matter of articulating it well and broadcasting it to many audiences repeatedly. Care must be taken to communicate the clear vision from top to the bottom uniformly.
2.Symbols and signals	In the case of change communication symbols and signals are very important. Here the leader's action is very important. People are watching; are the leaders are serious about it. A small action from the part of the leader would be well

	communicated among the people. Hence identification of symbols is very important while communicating change. Executive Director's (ED) communications and actions are very much noted and followed and communicated through the structures of K'shree. His communications and actions hold the key as the symbol of change in the case of K'shree.
3. Governance and Accountability structure	The change process needs to be controlled by someone. In the case of K'shree it is the policy of the govt. as well as the Governing body that holds the accountability.
4. Education , Training , action tools	Education is necessary to make people understand the Why and What of change. Training is necessary to change the mindset of the people to adapt the change. Templates need to be developed a tools for the staff for understanding and reporting their actions. Sometimes change doesn't happen not because of the resistance but because simply do not know what to do to make a difference, or how they should act differently. (Example: web based monitoring; need more training to staff in the state office as well as in the district for its effective implementation.
5. Champions and sponsors	The champions are leaders of new initiative who argue for change. Here the Hon'ble Minister of LSGD / Principal Secretary LSGD (they can ensure the change got the backing of power)
6. Quick wins and local or grass root innovations	Initially some activities get results quickly this shows that the change is possible and this needs to be recognized to make all to believe that the change at the larger canvas is also possible.
7. communications , best practice exchange	Communication is very important aspect in change. The leaders must know in a day to day basis what is happening out there at the field level. The field level best practices must also be recognized and communicated properly for the larger audience to effect it elsewhere. New media / social media are to be made use of to effect quick and effective communication in an organization.
8. Policy procedure, structure alignment	Rules and processes need to re adjusted according to support and the new direction.
9. Measures, milestones and feedbacks	It is important to know whether the change is on track. Here the role of mile stones is comes handy. A big change can be converted in to smaller milestones and it can be monitored and see the progress is on track. And based on the fed back readjustments or rewarding could be done.
10. Rewards and recognition.	Financial compensation or rewards could be thought of; for achieving better results.

Group work: a brainstorming session was followed to identify the core functional areas of K'shree where we need to apply the change wheel principles. The undersigned was part of the 4th group which discussed about revamping the brand , K'shree. We have discussed and the final report was prepared and presented to the larger group.

Some of the highlights;

1. The caption of the campaign must be – 'WE TOUCH LIVES'
2. Successful entrepreneurs should be used as the change communicators
3. Events need to be communicated using various media including social media, print media, visual media
4. Hon'ble Minister LSGD, shall be the champion of the campaign, while govt. is the sponsor.
5. The system revamping shall be done by bifurcating the K'shree activities in to social as well as business. The social aspects can be dealt with using the existing system and the business aspects may be grouped under a group of professional managers. Should not mingle these two.

6. For making the image revamp emblem will also be revamped for which competitions may be held and the best idea and the drawing would be compensated.	
Team work	A team work was assigned to prepare an emblem for Kudumbashree using a bundle of straws. Also it was assigned to observe the group activity by an observer who is not a participant in the group activity. The group started the work and at the end they prepared an emblem like structure. Finishing the work the resource persons explained the essentials of a good team. The functions groups must turn in to teams in the functional areas of K'shree. The good traits of team were explained.
Individual work assessment	A tool in the form of a matrix was also introduced to assess the individual function categorization matrix. The matrix assessed the operational tasks and Strategic tasks of an individual as routine and urgent. This exercise help assess the individual, whether he/she performs according to the role assigned to them. This is a very useful exercise that needs to be carried out by all the staff members of the Kudumbashree to know how their roles are divided and are they really performing based on the roles and responsibilities assigned to them. In other words this tool will help management assign roles to an individual based on their capacity.
Overall evaluation	<p>It was felt that the training was very useful to all the participants and the undersigned in particular as this programme was planned with the above mentioned frame of reference of revamping of K'shree in mind. The undersigned is really thankful to the ED and organization for having given an opportunity to undergo this programme. As the turning point intervention by the K'shree, this training should be given to all K'shree staff, including the new recruits in order to create a sense of belongingness among the newcomers also.</p> <p>The efforts of the decision makers to conduct the training at the IIM-K is to be acknowledge for the ambience of the campus with the enchanting feeling of management theories and practice. The statue of Arjuna who aims his arrow to his destination symbolizes the vision of the organization. Everything one could see inside the campus is professionalism, starting from the reception till the final day of the programme. You should learn management from a campus like this.</p>
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