

Report on “Managerial Excellence Programme” at IIMK on June 23-24

I had an unusual experience in the two day training programme at IIMK. Actually it was not a training, but was a programme for enhancing excellence in management.

The entire session was handled by Prof. Priya Nair Rajeev who was the programme coordinator. I came to know that she has been doing her research work on structure of Kudumbhashree Organization. So I think, the entire session was fully benefitted to her than the participants.

On the first day she put forth with the topic “Advanced Leadership”

A leader should be aware of the nature of the existing institution and his role in enabling progressive change. He must be in conscious of the institutional gaps regarding values and principles. He should be aware of the changes in social role and relationships. The leader should have a macro view about the society and a micro prospective on his organization. He should understand his organization from the grass root level and aligned with the existing environment. He should identify and analyse the stakeholders and ensure their support to the mission of his organization.

We discussed the difference between commercial enterprise and social enterprise. The main intention of commercial enterprise is value capture and that of social enterprise is value creation.

The second day started with a yoga class. I had a pleasant feeling there. I decided to add some yogas that I learned from there to my daily exercise.

On the second day Prof.Priya Nair Rajeev put forth with the topic “ some elements that contribute to the effectiveness of organization”. She introduced “ 7 – S model”. The components of 7-S are Strategy, Structure, Systems, Staff, Skills, Styles and Shared Values.

1. Strategy

It means the action that an organization takes to gain a sustainable advantage. There are mainly three strategic components. 1. Satisfaction, 2. Growth and 3. Learning.

2. Structure

For the functioning of an organization, its members are divided into various components and their authority is distributed.

Here she asked us to write down the answers of the following questions.

Why should the mission continue?

What are the key priorities? Should they change? Why?

Then we discussed the terms “ terminal value” and “ instrumental value”

Eg:- “happiness” is a terminal value and “the things to achieve happiness” is an instrumental value.

3. Systems

All process and procedures which are used to manage an organization.

4. Skills

Here she talked about the top skills that would have been possessed by a leader. She asked us to write down top five skills that are essential for a leader.

I then wrote :- 1. Vision, 2. Dedication, 3. Sincerity, 4. Leadership, 5. Organizational Capability.

5. Shared Values

The ideas which promote the smooth functioning of an organization may refer to as shared values.

6. Styles

Which refer to the total work done in the organization. It depends on the punctuality, dedication, decision making of the leaders and other members in the organization.

7. Staff

We should give extraordinary attention to recruit the right people into the organization and provide them proper training.

Finally she introduced “the change wheel”

It is a wheel model with ten spokes. Each spoke represent the elements which contribute to systematic change in the organization. She had given us assignments regarding the “ Change wheel”.The programme ended at 5.45 pm.

The accomodation was very excellent and the food was sumptuous, neat and tidy.

As far as I am concerned the topic discussed in the entire session was less beneficial to me as I am doing the organizational work in a practically better way. Eventhough I enjoyed the entire session and co-operated with IIMK. I extend my sincere thanks and gratitude to the State Mission for proving such a marvellous training.

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