

Training on Managerial Excellence under Management Development Programme

Participants: District Mission Coordinators / Assistant District Mission Coordinators/ Programme Managers / of Kudumbashree Mission

Venue: Indian Institute of Management, Kozhikode (IIM-K)

Date: 21st & 22nd July 2017.

Duration: 2 Days (Residential training).

Facilitators: Prof Priya Nair Rajeev (Organizational Behavior & HR Management) and Dr. Simi Joy (Guest Faculty- Organizational behavior) were the trainers.

Sessions: Understanding dimensions of organizational excellence, Organizational Excellence Measures & Means of Social Leadership model for excellence, Change Management and Team building.

Management Development Training Programme had been scheduled as a workshop in nature. Unlike other management training programme the method of training was rather interactive and participatory in nature. The introductory session of Prof. Priya Nair described about the understanding dimensions of organizational excellence. She has started the sessions introducing the concept of “**Helicopter view**” in change management and performance management. It also discussed about the management techniques with proper systems of monitoring.

Seven ‘S’ framework, a new management concept had been introduced by the trainer during the first day of training. It is a management tool designed to analyze the performance of an organization and effectiveness of organization. The components of 7-S frame work are Strategy, Structure, Systems, Staff, Skills, Styles and Shared Values.

Usages of Seven 'S' framework that improve the performance of an organization

- Examine the likely effects of future changes within an organization
- Align departments and processes during a merger or acquisition
- Determine how best to implement a proposed strategy

The Seven Interdependent Elements

- The basic premise of the model is that there are seven internal aspects of an organization that need to be aligned if it is to be successful

Hard Elements

- Strategy - Purpose of the business and the way the organization seeks to enhance its competitive advantage.
- Structure - Division of activities; integration and coordination mechanisms.
- Systems - Formal procedures for measurement, reward and resource allocation.

Soft Elements

- Shared Values
- Skills - The organization's core competencies and distinctive capabilities.
- Staff - Organization's human resources, demographic, educational and attitudinal characteristics.
- Style - Typical behavior patterns of key groups, such as managers, and other professionals.

Limitations:

This framework, though highly creditable, gives rise to a few vital points, like:

- a) What type of analysis is this? Or what is the action triggered after putting your organization into this drill?
- b) Does this give you real guidelines as to how to proceed further, after the analysis is completed?
- c) Do we treat this as a guideline or checklist and proceed with using other techniques to formulate further steps?
- d) There have been other techniques in vogue which have to be used to arrive at actionable points. Here too, a similar approach may be needed, as a tool, to really put this into action.
- e) The above seems to be an abstract list of generic elements in any organization. But to improve each business process, such as Marketing, Finance, Manufacturing etc., what steps to be initiated is not spelt out.

The trainer, after a detailed session, divided the entire group into six smaller groups comprising of five members each in groups. Each team was asked to take one element from the seven “S” framework for further discussions and for team wise presentations. The group analyzed organizational strength of “Kudumbashree” using these “seven S framework” and made presentations based on the findings of group wise discussion. Each team came up with different analysis, situations and solutions.

Day-2

Prof. Priya Nair, on the second day introduced a new concept - **Change wheel concept**. Prof. Nair has explained about ‘Goal settings and the ten parameters of change concept with

the help of 10 change wheel spokes. Without fundamental systemic change organizations will always revert to their basic pattern. The leaders who are 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. Ten major elements either look 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. Organizations will always revert to their basic pattern without fundamental systemic change.

The 'Change Wheel' presents a framework and tool for leading fundamental systemic change in organizations. It identifies the 10 key elements of systemic change and displays them along the spokes of a wheel, which suggests momentum and an interconnected rather than linear process for changing systems. All spokes must be engaged and then re-engaged to keep change moving. The model shows how spokes are related and reinforce one another and also presents a logical order for connecting them. The Change Wheel is a diagnostic tool and planning guide that examines how actions on each spoke contribute to the goal. Ten Elements: Spokes of the Wheel 1. Common Theme / Shared Vision : 2. Symbols and Signals 3. Governance and Accountability Structure 4. Education, Training, Action Tools 5. Champions and Sponsors 6. Quick Wins and Local Innovations 7. Communications, Best Practice Exchange 8. Policy, Procedures, System Alignment 9. Measures, Milestones and Feedback 10. Rewards and Recognition.

At the end of the session we, the trainees were motivated for brainstorming on what changes should be taken place in Kudumbashree after 20 years. As the outcome of the session the feedback of the respondents categorized and put in six thematic areas. Each team was assigned to discuss on one element that the changes required for enhancing the performance and productivity of Kudumbashree system. The team discussed about the core area which needs to be changed in Kudumbashree within next 20 years. An attempt was made to fit our requirements in a managerially designed tool to run the system effectively. The next level of Kudumbashree as an organization, better HR management, strategies to improve & standardize Micro Enterprises units etc. were discussed in the group.

It was a great experience in attending training on managerial skills at IIM- Kozhikode. The participants were highly motivated to work towards achieving the goals even in difficult situations. This was a golden chance for me to participate in such training to mould my career aspiration.

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