

## **Report of the two days training attended at IIM, Kozhikode on 24<sup>th</sup> and 25<sup>th</sup> of June 2017**

The training began at 9.30 am on 24.08.2017 with a small inaugural session in which Prof. Sudarshan Kuntaluru, Chairperson of MDP, Prof. Priya Nair Rajeev, Program Co-ordinator and Mr. Ajith Chacko from State mission addressed the participants and lighted the lamp.

The first two topics of discussions in the forenoon sessions were “Understanding dimensions of Organizational Excellence” and “Organizational Excellence – measures and means” dealt by Prof. Priya Nair Rajeev in which she focused on the importance of environmental surroundings and the Organization’s alignment to that factors which decides its success. She stressed the point that how effectively an Organization can deal with an environment or create change within it decides its destiny. The context in which we are operating is continuously changing. Only those institutions which can read the external changes and adopt accordingly can effectively survive. A leader must be aware of the nature of existing institutions and their role in enabling or preventing change. Leaders must be aware of the changes in social roles and relationships. Leaders must particularly understand institutions when the system is changing, when organizations enter unfamiliar contexts (new segments of society, new countries, new competitors etc.).

As the DMT is the agency which connect the State Mission and the beneficiaries, it is placed in a critical position and role. For discharging the entrusted duties one must know the system thoroughly. The DMT should have a common understanding regarding what is the Mission and the fundamental questions underlying the role of the organization. The team should have insights from the grass root level. Everybody should think of what is my role in creating alignment in the organization with the society. The way in which we manage our team in the Organization which functions in a heterogeneous environment decides the destiny of the Organization. The alignment of the Organization with the fast changing community aspirations decides its success. This can only be achieved only by bringing out team spirit in the Organization by communication and cultures. The success depends on a multidimensional approach. For understanding the context in which the Organization is working, it should have an Ariel view or a Helicopter view. There should be a micro as well as macro approach, i.e., understanding and managing the people as well as the organization. As a leader one should know the changing social, political, cultural and economic environment and how it affects the way the organization is structured to increase effectiveness. At the same time the leader should have continual search for ways to lead organizational transformation; i.e., change organizational design to work smarter and enhance performance. For success, with every change in the larger system, the leader should incorporate changes in his organization. The need for alignment of the organization with the society is explained by using the 7S model.

## **Organizational Alignment:7-S Model**

Leaders are organizational architects. Just as architects need a blueprint for building a house, leaders need blueprints for designing organizations, fitting the pieces of the organization together to guide the behavior of people-toward the accomplishment of the organization's objectives.

The 7-S framework is a tool for analysis and action. It emerged from a stream of research that sought to identify the best way to manage and organize firms, which culminated with a team of McKinsey and Company consultants and Harvard Business School and Stanford Business School professors. The framework underlies that:

- i) The ideal organization is one that is aligned with or fits its environment.
- ii) An organization is a complex system with inter related elements, each of which contributes to an organization's effectiveness.
- iii) There are seven key elements of an organization that are critical in understanding the organization's effectiveness; strategy, structure, systems, staffing, skills, style and shared values.
- iv) To be effective, an organization must have a high degree of fit or internal alignment, among these seven elements.

7-S framework help the leaders and consultants to get their arms around the complex problem of multiplicity of factors that shape an organization's behavior and performance. An organization is effective to the extent it is well aligned; that is each S is consistent with and reinforces the other S's. When the different parts of an organization are poorly aligned, the organization will often exhibit problems and perform below its potential. The leaders and consultants have found the 7-S model extremely useful in their efforts to design organizations and diagnose problems that arise in them.

All seven variables are interconnected. There is no assumption that one S has more impact on effectiveness than any other S. A multiplicity of factors influence an organization's effectiveness and its ability to change. Only by going through a diagnosis of the alignment of the organization can you determine where you need to focus your attention. Along with internal alignment, organizations must also stay aligned with their external environment such as socio-political environment, product and labor markets.

In the afternoon session the participants were divided into 10 groups, each comprising of three, and a work sheet was distributed. All the groups were requested to answer all the 20 questions of Organizational excellence in the context of Kudumbashree using the 7-S framework. In the last session a representative from each group presented the group's opinion.

On the second day the idea of "Change Management" was discussed by using the concept of "Change Wheel". Any Organization stays relevant in the society because they are changing according to circumstances. A good organization is one which constantly force their people to change which is wanted to build the momentum internally within the system. Change requires a lot of energy and pressure. Change is multidimensional. There are so many hurdles for change.

The "Change Wheel" model states the idea that ten major elements either lock a system in place or contribute to systemic change. Each spoke contains an element that, when combined with others,

gets systemic change rolling. The circular shape of a wheel means that no one element automatically comes first; there can be many points. But all elements must reinforce the change, or the wheel will stop turning.

With this background the “goals” of the Kudumbashree Organisation were discussed. Five specific goals were selected and each goal were given to two groups for discussing the elements of systemic change by using the change wheel concept. All the 10 groups presented their observations on how their assigned goals can be achieved by using the change wheel concept.

The presentation of the topics were monitored mainly by Prof. Priya Nair Rajeev while Dr. Simy Joy facilitated the discussion/group activity. The course concluded with a small valedictory function in which Certificates were distributed.

The reading material supplied were extremely useful. The food and accommodation at the Institute were exemplary and we were able to enjoy the hospitality of the Institute. It would have been better if the topic of “Stress Management” was also included in the training module.

I am very much thankful to the Executive Director and other top officials for giving me an opportunity to participate in this training in this premier institute of management in the country.

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