

**Training Workshop on Managerial Excellence
At Indian Institute of Management, Kozhikode**

**For Programme Managers / District Mission Coordinators / Assistant District Mission
Coordinators Of Kudumbashree**

on 23rd & 24th June 2017

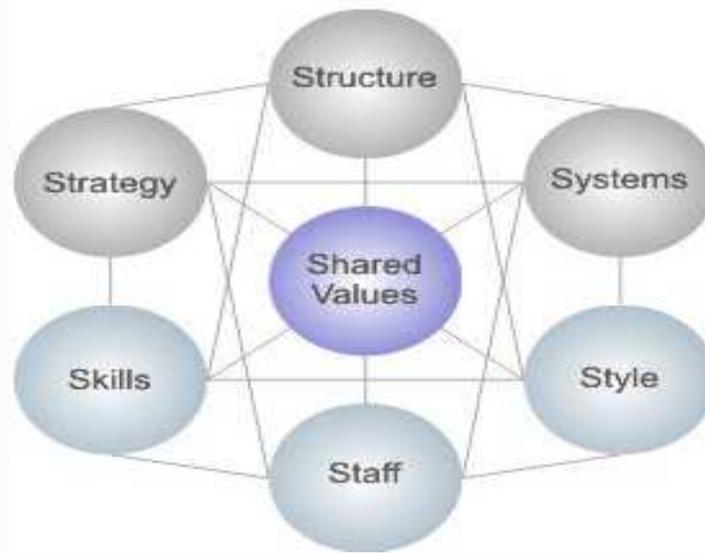
The 2-Day residential Programme was more in the nature of a Workshop rather than typical management training. The faculty introduced two concepts/frame works that may help Kudumbashree achieving managerial excellence, if undertaken and implemented properly.

I. The 7 S Framework : The 7 S Framework facilitates how to go about analyzing how well Kudumbashree is positioned to achieve its intended objectives.

While many models of organizational effectiveness proved ineffective, one that has persisted is the 'McKinsey 7-S framework'. Developed in the early 1980s by two consultants, 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. The 7-S model can be used in a wide variety of situations where an alignment perspective is useful, to help the organization. The McKinsey 7-S model involves seven interdependent factors which are categorized as either "hard" or "soft" elements:

Hard Elements	Soft Elements
Strategy	Shared Values
Structure	Skills
Systems	Style
	Staff

"Hard" elements are easier to define or identify and management can directly influence them. These are strategy statements; organization charts and reporting lines; and formal processes and IT systems. "Soft" elements, on the other hand, can be more difficult to describe, and are less tangible and more influenced by culture. However, these soft elements are as important as the hard elements if the organization is going to be successful. The way the model is presented below depicts the interdependency of the elements and indicates how a change in one affects all the others.



- 1. Strategy:** the plan devised to maintain and build competitive advantage over the competition.
- 2. Structure:** the way the organization is structured and who reports to whom.
- 3. Systems:** the daily activities and procedures that staff members engage in to get the job done.
- 4. Shared Values:** called "superordinate goals" when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic.
- 5. Style:** the style of leadership adopted.
- 6. Staff:** the employees and their general capabilities.
- 7. Skills:** the actual skills and competencies of the employees working for the company.

Placing Shared Values in the middle of the model emphasizes that these values are central to the development of all the other critical elements. The organisation's structure, strategy, systems, style, staff and skills all stem from why the organization was originally created, and what it stands for. The original vision of the organization was formed from the values of the creators. As the values change, so do all the other elements. The model can be applied to many situations and is a valuable tool when organizational design and effectiveness are at question. The most common uses of the framework are:

- Organizational alignment or performance improvement
- Understanding the core and most influential factors in an organization's strategy
- Determining how best to realign an organization to a new strategy or other organization design
- Examining the current workings and relations an organization exhibits

It is easy to understand the model, but much harder to apply it for the organization due to a common misunderstanding of what should a well-aligned elements be like.

How can Kudumbashree Use the Model

The model is based on the theory that, for an organization to perform well, these seven elements need to be aligned and mutually reinforcing. So, the model can be used to help identify what needs to be realigned to improve performance, or to maintain alignment (and performance) during other types of change. The authors of the framework emphasize that all elements must be given equal importance to achieve the best results. Kudumbashree may

- Identify the areas that are not effectively aligned
- Determine the optimal organization design
- Decide where and what changes should be made
- Make the necessary changes
- Continuously review the 7s

In order to achieve managerial excellence.

The Worksheet given below will help in identifying what needs to be realigned to improve Kudumbashree's performance. Even though as part of the program this worksheet had been discussed in groups, and then findings presented, this activity needs to be undertaken by a team of experts (internal) within Kudumbashree and then plan for realignment and reinforcing.

Strategy

1. *Why should the mission continue?*
2. *What are your key priorities? Should they change? When and why?*

Structure

3. *What is your basic structural form?*
4. *How centralized vs decentralised is your organization?*
5. *Where would you like structural readjustments? How much?*
6. *What is the relative status and power of the district missions? What more would you like at your level?*

Shared values

7. *Do you have a shared understanding of the vision for the organization?*
8. *What are the visible and hidden aspects of your culture? Do they inform each other?*
9. *What types of issues received the most and the least top management attention (example short term vs long term, internal vs external?)*
10. *How do you translate your core values into operating principles at the grass root level (e.g. emphasis on skill building, gender empowerment, viable micro enterprises)*

Systems

11. *How does the organization develop its people?*
12. *What are the demographic characteristics of the management team? (E.g. background, training and development, stretch assignments?)*
13. *How are leaders identified and groomed in the organization? Where is the weakness?*

Skill and staff

14. *What activities is your organization distinctively good at performing?*
15. *What new capabilities does the organization need to develop?*
16. *Which knowledge, attitudes and skills does it need to unlearn to succeed in the future?*
17. *How do you transfer your tacit knowledge to new staff?*
18. *Is the organizational continuity smooth? How can it be improved?*

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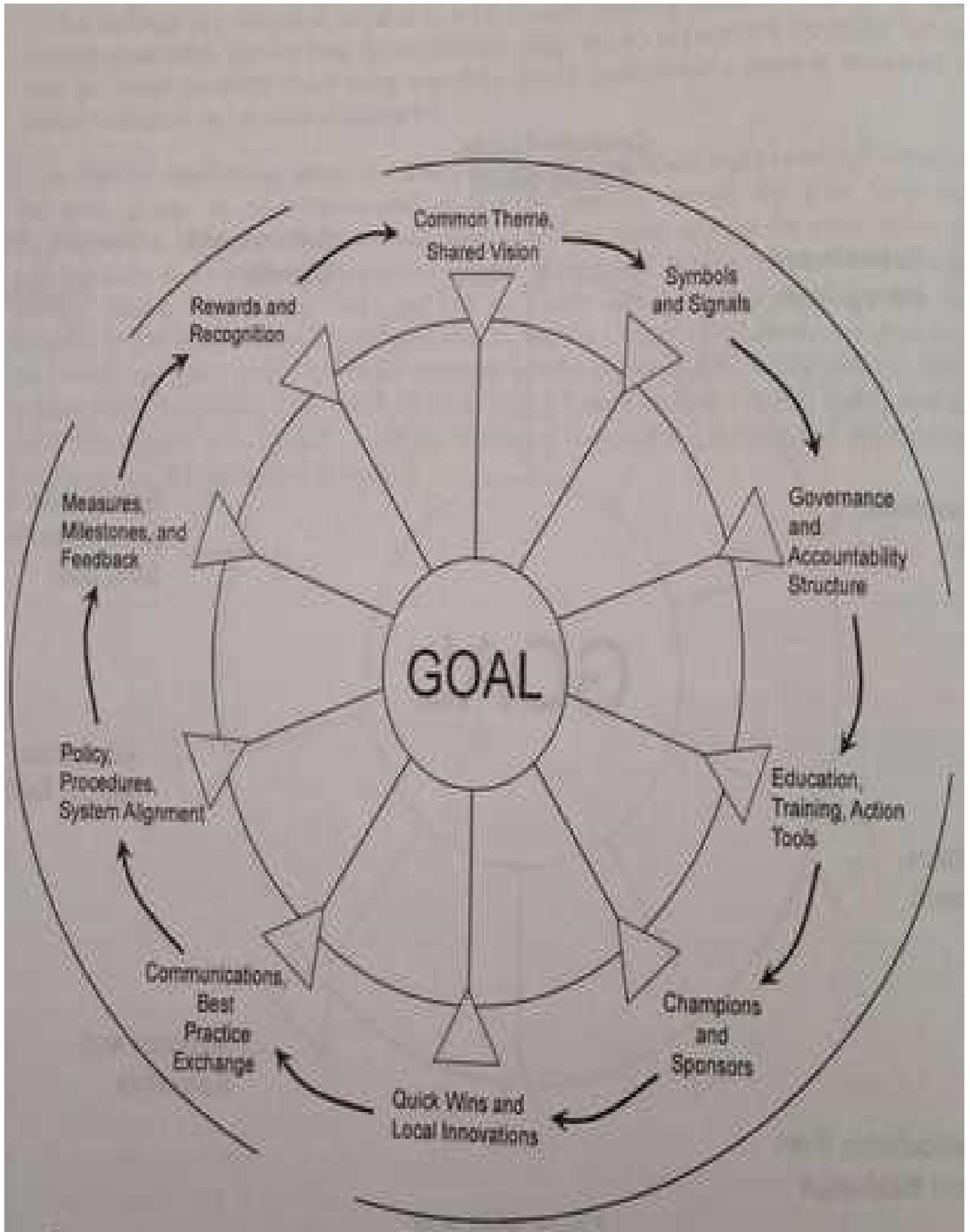
19. *How are decisions made? (Participatory vs top down, analytical vs armchair?)
What are the advantages and disadvantages of the current method?*
20. *How do mission officials spend their time for decision making and implementation? (For e.g. in formal meetings, informal conversations, inspections or discussions?)*

II. The Change Wheel:

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 arrays 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



How can Kudumbashree use it ?

1. Shared vision: The desired future/change must be described in concrete and easily comprehensible terms. It must be challenging but achievable. Affected employees should identify with it. The mutual development process is crucial for the power of persuasion and the motivation it triggers.

2. Symbols and signals: To promote orientation and credibility, symbolic actions taken on the part of management are particularly important. Staging a break-through in a wall, etc. generates attention and indicates the direction to be taken. Only clear signals reach everyone.

3. Governance and Accountability Structure : Change processes require structures too. A steering committee must guide the process on the basis of routinely conducted reviews and analysis of risks. Goals must be compared horizontally, assessed in terms of consistency and anchored through meetings with employees (goal development, annual meetings).

4. Education, Training, Action Tools : Is the project leader prepared for the task? How do the managers prepare themselves? Will additional training be needed?

5. Champions and sponsors : (Power) Promoters drive the process politically at the level of top management. Champions demonstrate the new behavior and represent the positive results of change. Through their behavior they provide positive examples and inspire others. Both set energy free and set the pace of change. They take new paths and their behavior moves others to fall in behind them.

6. Quick wins : Nothing is more successful than success. Small and early success which benefits as many employees as possible must be communicated. Goals of change can be defined in concrete terms and a decentralized fashion in the various areas of the organization. Pilot projects have a motivating and inspirational effect.

7. Communication and Best Practices : What are the persons affected allowed to know? When? Who? Through which means? How should feedback be given? How does joint learning take place and how are the achievements made in pilot areas transferred to other areas in the form of good practices?

8. Policy, Procedures, System Alignment : Standards and values (unwritten laws) must be adjusted systematically. By promoting and demanding the (new) modes of behavior associated with them, stabilization and sustainability are ensured. Changes in procedures for reporting and new forms of authorization lead to a new distribution of power. According to the principle of the Deming cycle (Plan-Do-Check-Act), the process is assessed on a regular basis and measures are initiated to readjust it.

9. Measures, milestones, feedback : A project plan with a transparent timeline (roadmap/ architecture), milestones and work packets is the foundation for planning the change process. Feedback, for example from a sounding board (selection of representative stakeholders with changing members), flows back into the project constantly.

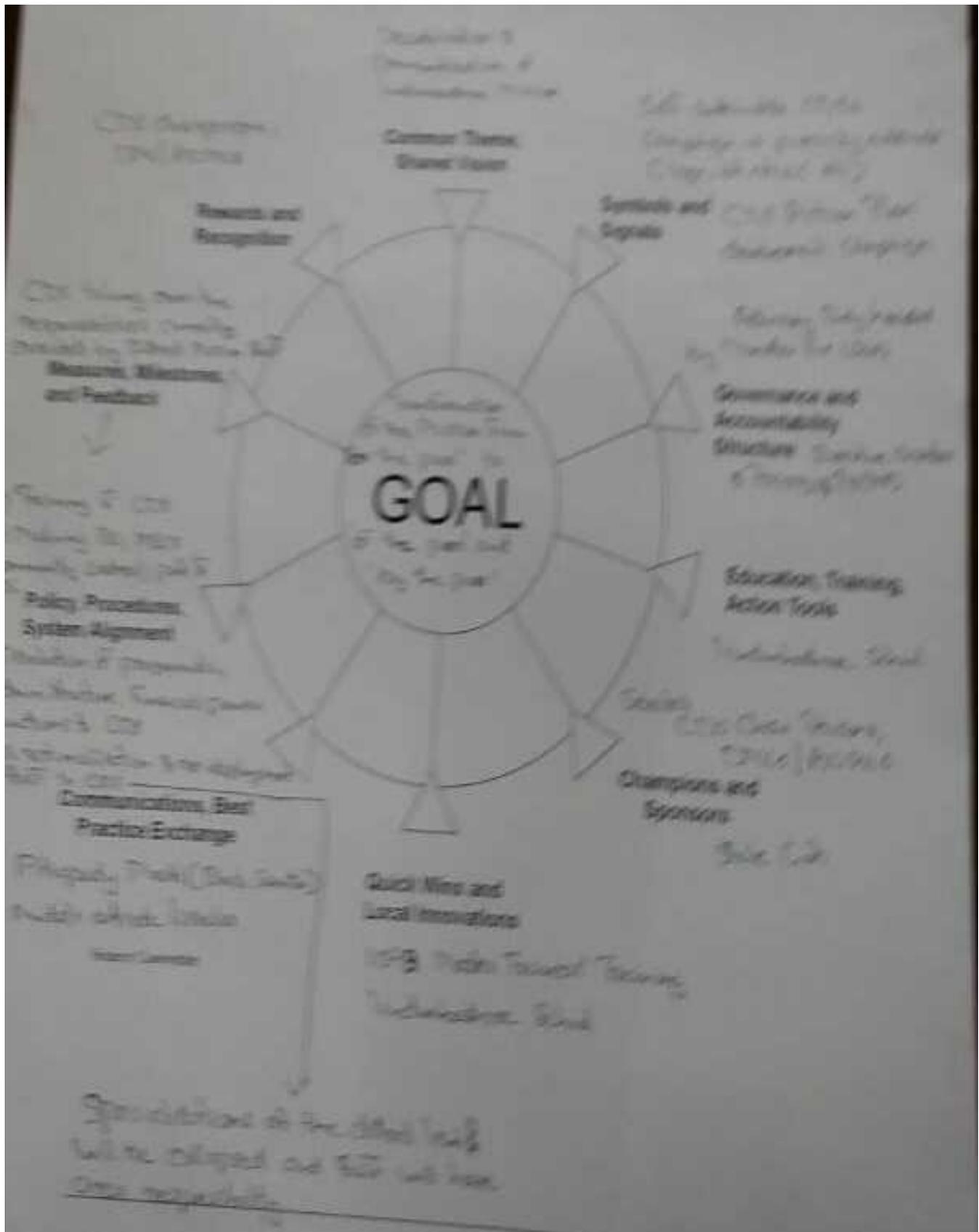
10. Rewards and Recognition : Milestones which are reached are rewarded by recognition and bonuses. Success is shared, models and heroes generate identification and motivation, and an exchange of best practices takes place.

Example : (Group Exercise done by Ajith Chacko, Anjana M.S, Regeena T.M)

Problem identified : which requires change

" Over the years 'decentralization' and 'communization' lagged behind the pace at which Mission is growing. This affected the Quality & Support provided to the CBOs and to the sustainability of the CBOs.

The social capital could not impact the in the growth of social capital assets on which CBOs can further develop and become self-sustainable "



Goal :

Transformation of the Mission from 'for the poor' to 'of the poor' and 'by the poor' by 2022

Common Theme :

Decentralisation and Communitisation of Kudumbashree Mission

Symbols and signals :

A campaign on 'Self Sustainable CDSs'

CDS Action Plan Development Campaign

Governance and Accountability Structure :

A Steering Committee headed by Minister for LSGD, selected GB/EC members, selected POs/PMs, Representatives of Rural Development, Panchayath & Urban Affairs Departments

Education, Training, Action Tools :

Trainings for POs/PMs

Kudumbashree School – Training for community

CDS Training

Champions and sponsors :

Selected POs/PMs, DMCs, ADMCs, CDS Chair Persons

Quick wins :

Pilot projects – Kudumbashree School, CDS Training, Community Cadre Strengthening and handing over to CDSs, Transformation of programmes making CDSs the key implementer and incetivisation of CDSs

Communication and Best Practices :

Best Practices Workshops, Exposure visits

Policy, Procedures, System Alignment :

Action Plan on change management, Guidelines, Circulars, Proceedings - Devolution of programmatic, administrative, financial powers to CDSs

Regular Reviews

Measures, milestones, feedback :

HR rationalization & redeployment to CDS,

Collapse of specializations of staff at block/district level and provision for area responsibility

CDS taking over the responsibilities currently executed by District Mission

Rewards and Recognition :

Success sharing,

Exchange of best ideas,

Bonus/Incentives to champion CDSs,

Honour to heroes

Conclusion :

Even though, some group exercises have been done based on these frame works, that may be considered only as a familiarization exercise. Kudumbashree needs to form a Resource Group (within the organization who can conceive these frame works for the betterment of the organisation) to seriously work on these frame works in order to achieve some level of managerial excellence.

Kudumbashree must set signals that learning is important in this organization. It's about creating in employees the mental model that if I engage in this learning, if I know more, it is to my benefit. I will be more effective.

We can have the best training in the world. But the employees and the organization may not be ready to receive the training and does not set the conditions so that when you go back to your job, you have the right supervisory support, the opportunity to practice and the conditions that allow you to apply the skills you just learned and to motivate you to sustain this.

It is possible that “half of what we spend on training is wasted, the trouble is we don't know which half”