

Report of Training on 'Managerial Excellence Programme' at I I M Kozhikode

(2017 July 21 & 22)

(Submitted to the Executive Director, S P E M- Kudumbashree by A G Santhosh, D M C, Kollam)

Kindly accept my sincere gratitude for having this wonderful opportunity to participate in a training course at this prestigious national institute.

The two day course designed for Kudumbashree functionaries was generally useful and helped us a lot to improve our multitasked functional capacities. The whole programme was of participatory nature and therefore the creative talents of the trainees were extensively brought out.

The training started at 10 Am on 21st July 2017 with a brief function chaired by Prof. Sudershan Kuntluru, Chairman, Management Development Programme division of I I M Kozhikode; and attended by Principal faculty Prof.(Ms.) Priya Nair Rajeev and other supporting team of IIM. Chairman and other faculty team briefed us about the course structure and other facilities of the institute. We are thankful to the IIMK team for their considerate attitude and exceptional facilities provided to us during our stay at the institute.

The first session titled the '***Dimensions of Organizational Excellence***' was lead by Prof.(Ms.) Priya Nair Rajeev .She emphasized the need to renew / revitalize the organization periodically to broaden the scope of functions and improving the process of doing things. Proper understanding and analysis of the organization is very important in this perspective. Introspection both by the organization and the individual functionary is very significant for improvement / development. She elaborated the '7 S' principles of organizational efficacy which include :

1. Super Ordinate/Extra Ordinary Goals – by which the organization get enlightened / motivated. She noted the example of M/s.Ambani who set a goal for his institution for having an efficient and cheaper medium for communication than a post card; the then common medium for communication in India. The same led to a revolution in mobile telephony and the present scenario is not to be explained.

2.Strategy - Being different to others is essential not only for excellence but also for survival. Strategic, financial and operating performance are to be designed and executed in innovatively as to satisfy the clients.

3. Structure : Structure can either be 'Mechanistic' or 'Organic'. Both are able to produce results but the latter are more applicable to organization like ours. Straight and rigid system of structure may not function properly in a vivid and complex organizational set up in Kudumbashree.

4. Shared Values : Values that held by every individual in an organization is very important. The Organization as a whole should have a vision and the same is to be shared and held by each individual for the excellence of the entity. Walt Disney Inc. set the value/vision to 'make people happy'. We have to set an ultimate objective and a desired behavior to achieve it.

5. Systems – The formal process and procedures adopted in an institution to streamline the functions so as to achieve the set goals. Every organization have to develop a unique system for making the optimum output in the given situations .

6. Skills & Staff – The team of people , their background competencies are very important in the development and sustenance of an organization. The process of recruitment , skill development of them etc plays a pivotal role in the organizational excellence. The team have to be competent in different sectors like administration, technology, strategic planning, operational functions etc.

7. Style – The decision making style in an organization is very significant. Every organization requires specific system of decision making; one system may not suit for other organization. Participatory decision making is more advisable in developmental agencies by which the vision and responsibility are shared in consent

After the presentation we were grouped and assigned the task of discussing each principles in the context of our organization – Kudumbashree- and come out with a presentation on the significance of these principles which helped us greatly to have an introspection for development.

The second session was totally in participative nature and handled by Dr.(Ms.) Simmy Joy; external faculty of the institute and the topic was '**Social leadership – Model for Excellence**'.

The Operational functions and strategic functions within the organization were discussed extensively. Official meetings and discussions, various conferences, periodic official duties, interaction with CBO functionaries , training and capacitation programmes , convergence activities with various other organizations and agencies were the points of discussion. Strategies for qualitative improvement of these regular functions were evolved during these discussions. Strategic functions like development of new initiatives ,promotional programmes ,development of innovations were also discussed in

participatory mode facilitated by the resource person. The function categorization matrix were explained in the session.

Day II started at 6.30 AM with a session on YOGA lead by Mr. Unnikrishnan ,yoga expert. He demonstrated some regular yoga exercises that are easily adoptable. The session was greatly useful and the participants enjoyed the session in good spirit.

Session I of day two was the **Change Management** facilitated by Prof.(Ms.) Priya Nair Rajeev. This was a fully participatory session where we visualized the development of our organization for next 20 years. The tool “Change Wheel’ were explained to us and we have grouped to discuss on various aspects of the future of organization based on the 10 spoke change wheel tool. Strengthening of CBOs to meet the new age challenges adopting strategies like development of educational, technological and managerial skill , entrepreneurial talents etc of the functionaries are suggested. Proactive movement against various social evils are also to be taken up.

Session II of day II was about the **building of an effective team**. We were asked to make teams and construct a tower to represent the idea / concept of Kudumbashree. The various aspects of building a team , idea generation, its decision making process , responsibility sharing, involvement of members, collective efficacy, communication, consensus, shared value/vision etc. among the team were observed and evaluated. Most of the teams were actively involved in the exercise and the same helped us to have the idea of team and its importance in achieving set goals.

In general the training programme were very useful and effective . However it would be advisable that a specific course may be designed to meet the special managerial requirements of Kudumbashree functionaries like business counseling, conflict resolution, decision making, time management etc.

I would like to extend my sincere gratitude and appreciation to the IIMK team especially Prof.(Ms.) Priya Nair Rajeev; the Principal faculty of the programme for her successful guidance in our endeavour and providing great facilities at the institute.

(A G Santhosh)