

Organization and Management (MPA 6204)



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Lesson 9

Organizational Structure



WHAT IS ORGANIZATIONAL STRUCTURE?



Organizational structure is the method by which work flows through an organization. It allows groups to work together within their individual functions to manage tasks.



Today, organizational structures are changing swiftly—from virtual organizations to other flexible structures.



Organizational Structure

Traditional organizational structures tend to be more formalized—with employees grouped by function (such as finance or operations), region or product line. Less traditional structures are more loosely woven and flexible, with the ability to respond quickly to changing business environments.

Organizational structures have evolved since the 1800s. In the Industrial Revolution, individuals were organized to add parts to the manufacture of the product moving down the assembly line. Frederick Taylor's scientific management theory optimized the way tasks were performed, so workers performed only one task in the most efficient way. In the 20th century, General Motors pioneered a revolutionary organizational design in which each major division made its own cars.

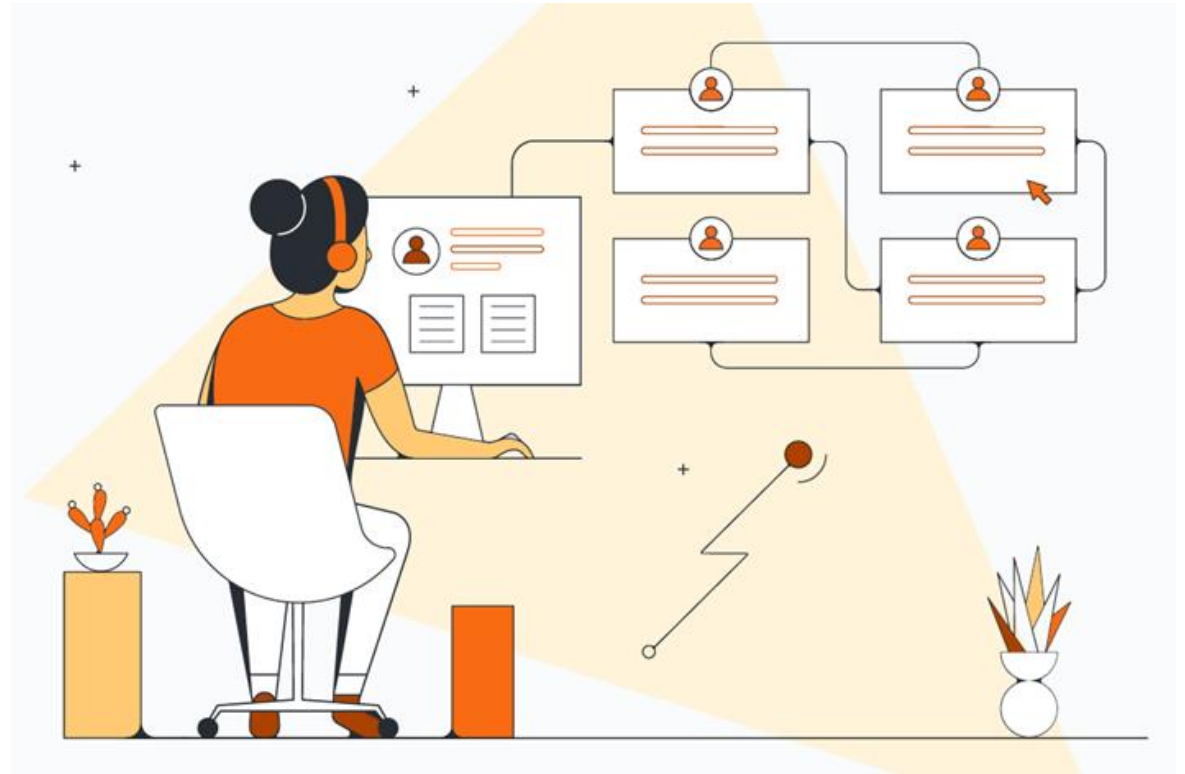


Today, organizational structures are changing swiftly—from virtual organizations to other flexible structures. As companies continue to evolve and increase their global presence, future organizations may embody a fluid, free-forming organization, member ownership and an entrepreneurial approach among all members.

Basic Elements of Organizational Structure Design

An organizational structure is based on a range of elements, including:

- Work specialization
- Departmentation
- Chain of command
- Span of control
- Centralization/Decentralization
- Formalization



Work specialization-Job specialization

- Work specializations define how responsibilities are split between employees based on the job description. It's used to split projects into smaller work activities and assign digestible tasks to individual employees. The most common results of improper specialization are low efficiency and burnout.

- Job specialization is useful because it helps you narrow your interests into a specific career path that can offer stability and other benefits. If you're a task-oriented employee who enjoys being deeply knowledgeable in one or two areas, specialization might be a good idea for you. There are several benefits to achieving job specialization in your career. In this article, you'll learn about job specialization, its definition and advantages.

- Job specialization is a process that occurs when employees gain knowledge, education and experience in a specific area of expertise. The importance of job specialization in the modern-day workforce is that it helps to fulfill the need for skilled workers.



Work specialization-Job specialization

The core dimensions of job specialization are important for both the employer and the employee to have a better understanding of scope and responsibilities. They are:



➤ Skill variety

It is imperative to understand which skills work best with each job requirement for the individual to know where to specialize. Understanding skill variety will ultimately serve to make the process of job specialization run smoother and more efficiently.

➤ Task identity

Task identity is the appreciation and total understanding of the job description that makes you a more effective team member. Task identity involves your understanding of tasks that fall within your specialty and how to organize and measure them.

Work specialization-Job specialization

➤ Task significance

Once the task is identified, the employer and the employee must seek to understand how tasks are to be prioritized. This is important to ensure that the employee does not begin a task before a prerequisite job function needs to be completed.



➤ Autonomy

This refers to the degree of control you have over the completion of a task. The more specialized the individual's skill set becomes, the easier it is to control the processes and outcome of the task at hand.

➤ Feedback

This is the result that is relayed to the employer after you complete a task, along with the two-way communication that is returned. Feedback serves to bring the appropriate information to both parties for there to be an understanding of what transpired, whether it was completed to an appropriate standard, and if there are any areas of improvement that are of note.

Departmentation

➤ The process of departmentalizing an enterprise for gaining efficiency and coordination : the grouping of tasks into departments and subdepartments and delegating of authority for accomplishment of the tasks

➤ Departmentation refers to the grouping of operating duties into jobs, the combining of jobs and mixing of companies into divisions called 'Departments'. It refers to the horizontal differentiation in an organization. It is a technique of arranging activities and personnel to facilitate the accomplishment of usual objectives.

➤ Departmentation, in short, may be stated to be part of the employer's manner. This manner entails dividing and grouping sports of an agency into possible divisions or departments for enhancing the overall performance within side the employer. Basically, departmentation is the inspiration of enterprise shape, that is, enterprise shape relies upon departmentation. As the enterprise grows in size, the divisions are split into subunits. Departments are created and are grouped in a single unit. Each branch is headed through someone called the departmental manager.



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Basis of Departmentation

What all organizations actually do is group employees in a way that relates to the task they perform or assigned. Let us see the bases of departmentation in detail below.

➤ Specialization

The basis of the department has to replicate specialization into acting upon the task. Since specialization ends in performance, that basis has to be selected which leads to specialization.

➤ Coordination

Coordination implies that each one of the associated tasks is carried out in a manner that their overall performance is synchronized in order that every contribution undoubtedly obtain objectives. Degree of coordination will increase whilst carefully associated tasks are grouped together. Therefore, the foundation of the department has to be selected which places carefully associated activities together.



Basis of Departmentation

➤ Stability

A stability needs to be maintained among the value of making a branch and its contribution. The life of a branch is ideal best whilst it contributes extra than its value. Therefore, this thing needs to be taken into consideration at the same time as selecting a foundation of the branch.



➤ Control

Control involves analyzing whether or not the supposed effects are being performed with the aid of using numerous departments or now no longer and taking corrective movements to enhance performance. Control movements and their effectiveness rely on the manner wherein tasks are grouped into departments. The foundation of the department needs to be selected which guarantees grouping contributions together.

Basis of Departmentation

➤ Focus on Results

While deciding on the idea of the department, the relative significance of diverse activities in the direction of attaining the favored outcomes ought to be saved in mind. Thus, the idea of a department which attaches better significance to activities contributing greater in the direction of attaining the favored outcomes ought to be chosen.



➤ Human Consideration

Basis of the department has to additionally think about the human issue within the organization. Therefore, at the side of technical factors, departments have to be created on the premise of availability of personnel, their aspirations and price systems, want for casual groups, and attitudes of human beings closer to numerous bases of department.

Principles of Departmentation

➤ Specialization

The activities of a business enterprise ought to be grouped so that it will result in specialization. This results in a financial system of exertions and cost. It promotes efficiency.

➤ Coordination

The method of grouping calls for convergence in some unspecified time in the future called 'coordination'. The divergent tasks executed at distinctive useful departments must be such that they may be coordinated with ease. Coordination is anticipated to perform the general dreams of the organization.

➤ Control

The pattern of the department ought to reap powerful manipulation of the special practical departments. The practical heads, even though they revel in autonomy, are responsible for overall performance in their very own domain. The overall performance of every practical branch ought to be able to be evaluated and suitable measures ought to be taken to modify its functioning.



Principles of Departmentation

➤ Interdepartmental Cooperation

The activities undertaken are wonderful from one branch to another. But the very interest cannot be done without the aid of the opposite departments concerned. Hence departments need to have cordial family members with one another. The interdependence of many of the departments emphasizes nearer cooperation in the location of mutual confrontation.

➤ Cost Benefit

The creation of departments need to be preceded through price advantage analysis. The advantages predicted to be derived from the departments need to be exceptionally sufficient to justify their advent. Otherwise organizational profitability will be the first causality.

➤ Duplication of Work

Departmentation should assist to dispose of duplication of labor and overlapping of activities. In different words, a worker ought to now no longer be made to file to 2 bosses beneath any given circumstance.

➤ Special Attention

Departments which create greater price addition ought to accept greater weight. They are referred to as Key Result Areas (KRA) or Strategic Business Unit (SBU). These gadgets have an effect on the survival and boom of an enterprise.



Principles of Departmentation

➤ Flexibility

The department workout needs to no longer be an inflexible one. The departments need to be such that it may be closed in case of its redundancy or a brand new one may be installed in reaction to the rising desires from environmental dynamics.

➤ Utilization of Resources

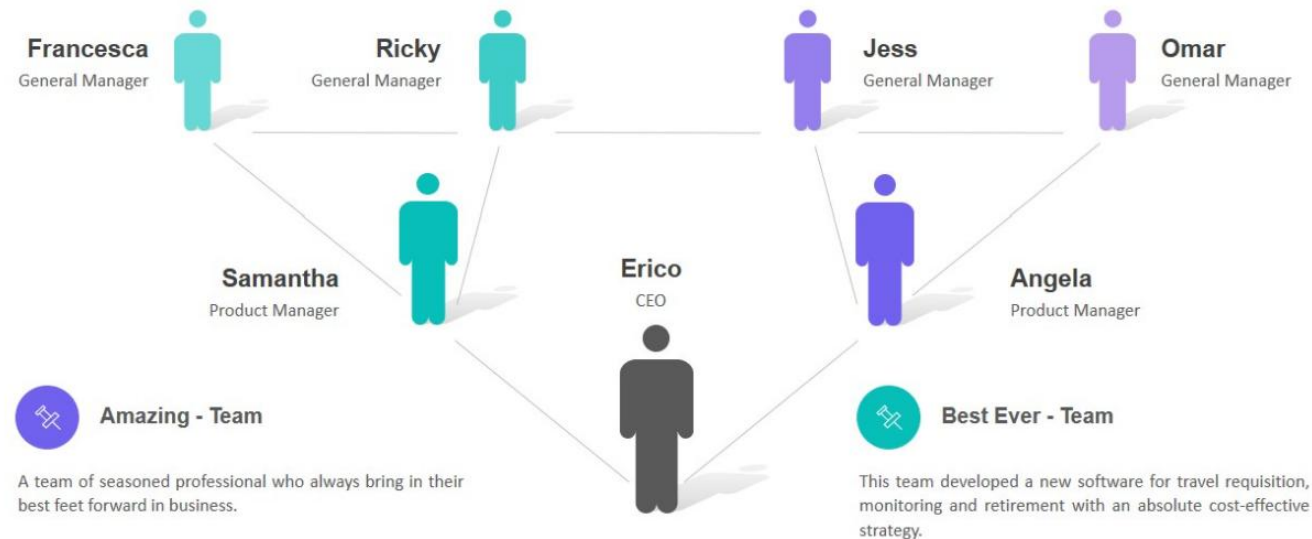
Departments have to be created to harness the entire usage of sources with the organization. There has to no longer be duplication of efforts or wastage of sources within side the call of advent of needless departments. Departments have to be created within side the mild of want and the provision of sources.



Chain of command

Chain of command represents a system for passing instructions and reporting within an organization. Ideally, it distributes the power, supports knowledge sharing, and encourages employee accountability.

The traditional chain of command makes decision-making more complex and does not allow for much flexibility. On the contrary, modern approaches strive to enhance employee autonomy and avoid micromanagement.



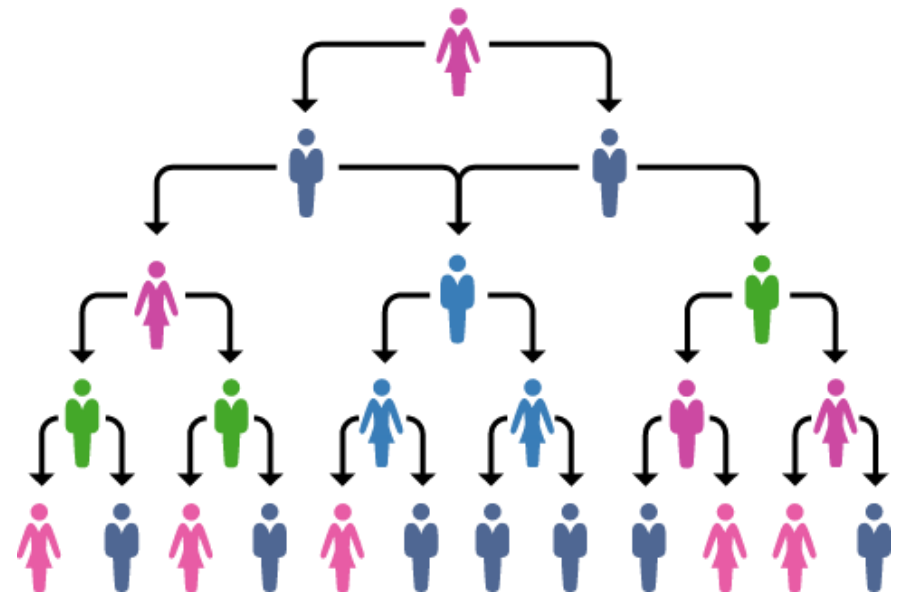
Chain of command

A chain of command is an organizational structure that documents how each member of a company reports to one another. At the top of the chart would be the founder, owner or CEO, and the people who report to them would appear directly below. This pattern continues until every person or level of employment at the organization is accounted for. This hierarchy changes over time as employees join and leave.

A chain of command exists to distribute power and responsibilities, keep employees aware of company news and create a system for sharing knowledge. It also ensures each employee is responsible for their own work but also has a more senior leader to offer support, encouragement and motivation.

The chain of command is a very traditional way of structuring a company's authority levels. It's common to see the same chain-of-command structure at various organizations, from customer-based businesses to government entities.

A business owner or CEO holds the position at the top of a chain of command because they hold the top position at the company.



Chain of command advantages

➤ Increased efficiency

When an employee has just one person to report to, they will likely work together closely, resulting in faster communication and the ability to solve problems quickly.

➤ Clear direction

A chain of command helps eliminate confusion or having to decide which manager to listen to when proceeding on a task or project.

➤ Stability

Having a chain of command provides stability so they can experience these things.

➤ Accountability

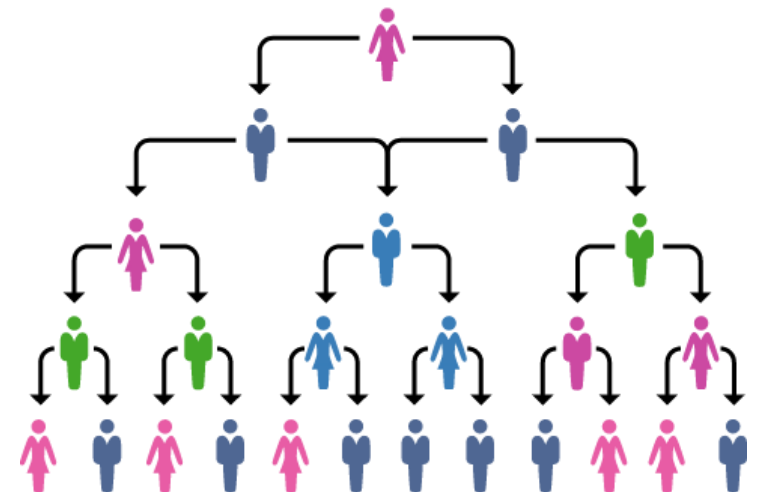
This can lead to more accountability and increased productivity, as employees have someone guiding them to success.

➤ Structured responsibility

Each employee that appears in a chain of command has their own set of responsibilities.

➤ Outside understanding

Certain titles carry a certain weight with individuals outside of the organization.



Chain of command disadvantages

➤ Less collaboration

An organization with a chain of command can have less collaboration in the workplace because those at the top of the hierarchy set the rules and standards and they expect everyone else to comply. While middle managers and employees may have some say in decisions or have some autonomy in their work, it's the authority figures who approve everything and choose how the company operates.

➤ Slow communication

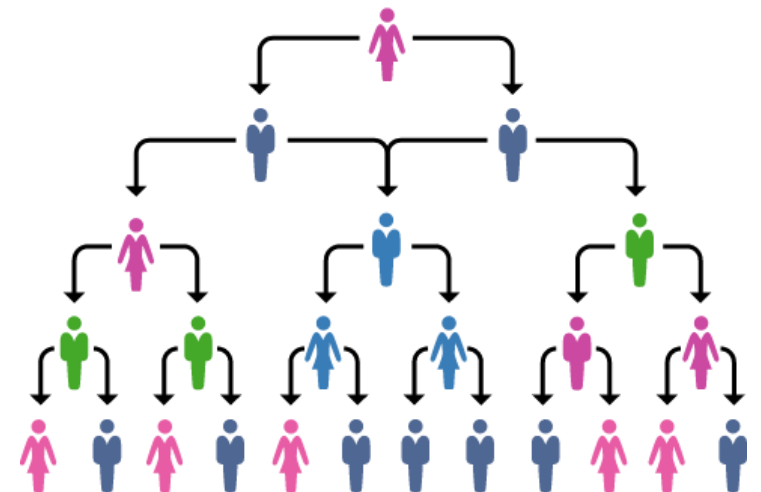
This can affect how quickly employees can do things like complete their project or resolve a customer issue.

➤ Decreased employee empowerment

Without a chain of command, it's likely that an organization values employee empowerment and giving its staff the ability to make decisions related to their work or a particular situation. A chain of command can decrease this employee authority.

➤ More competition

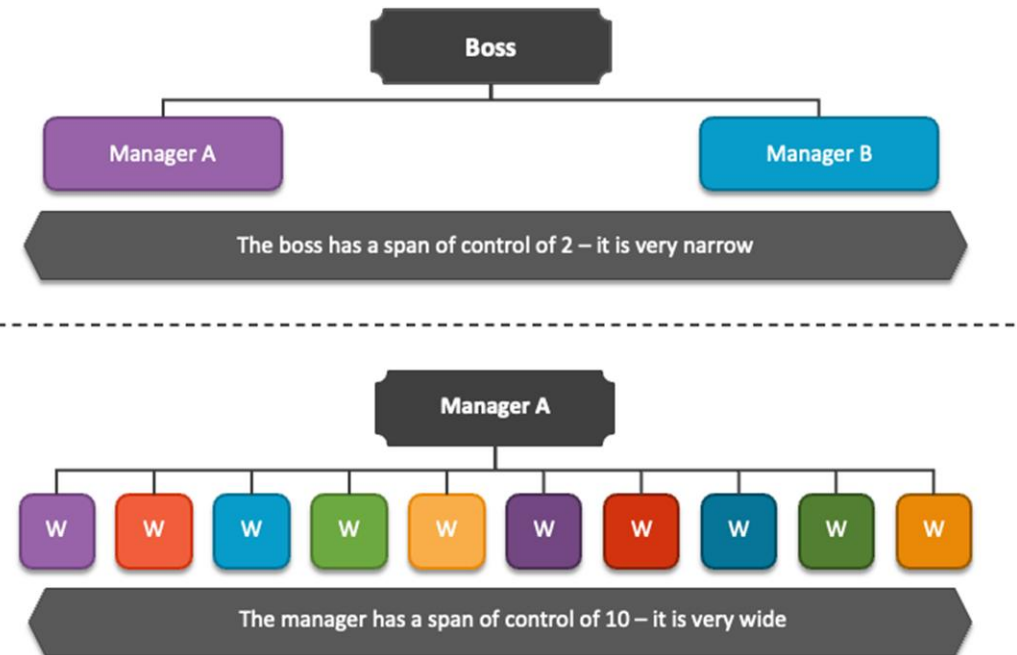
With a chain of command, decision-making managers could feel in competition with their fellow managers because they may feel protective over their employees and want to exert control over their team.



Span of control

Organizations cannot run operations without having organized levels of authority to oversee the workflow. They are structured with different hierarchical levels, including different management levels. In management, many factors come into play that can impact the business's efficiency. Being short-staffed can delay task completion; however, having too many employees to overlook can also impact the business. It is important for managers to consider the efficiency of their span of control.

Span of control refers to the number of staff members that report to a particular manager. This means a manager who supervises five employees would have a span of control of five. Businesses work to implement an ideal span of control which depends on the work being completed. One business might consider a certain span of control as ideal, while others might find it impractical. Span of control may also be referred to as span of management.



Wide Span of Management

In management, a wide span of control means that the manager has many direct reports. Supervisors in a wide span of management are able to effectively oversee several employees at once. Having a wide span or a higher span of control means fewer managers are needed overall in the organization. This is typical of companies whose employees can work independently or don't require a lot of direction from their manager.

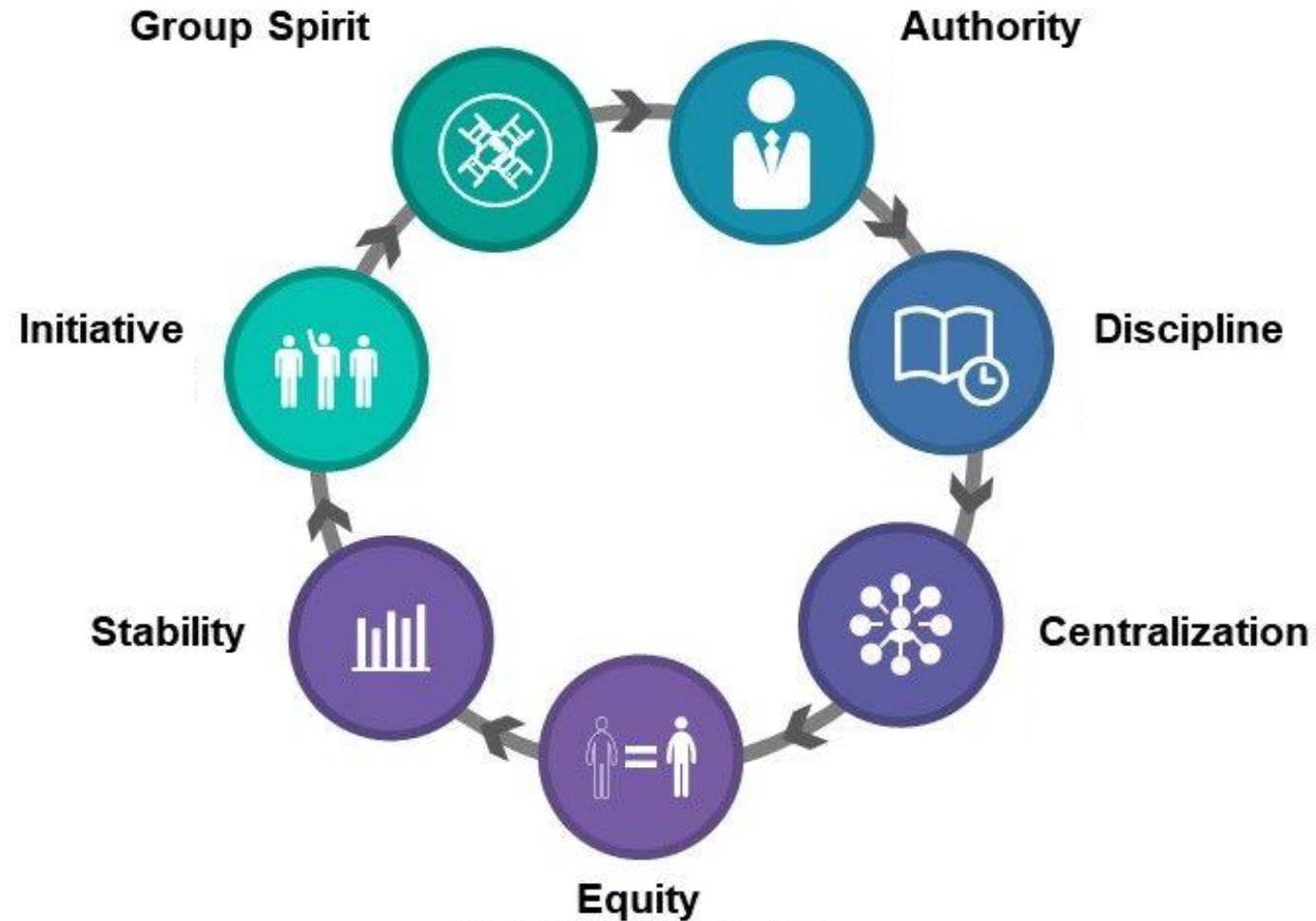
There are several advantages to having a higher span of management, including faster decision-making, reduced cost, and improved communication with higher-level managers. Decisions within a company can be made at a faster rate when the span of control is wider. This is because there are fewer managers within the organization overall. With less management levels, there are also fewer levels of approvals when making business decisions. Having less manager positions also reduces costs associated with salaries and payroll. Since management is generally the higher paid employees within the organization, the salary costs are cut as management is reduced. A wide span of control also promotes communication among higher-level managers. With this open communication, the staff is informed about company goals, and the higher-level managers understand issues faced by the staff.

Narrow Span of Management

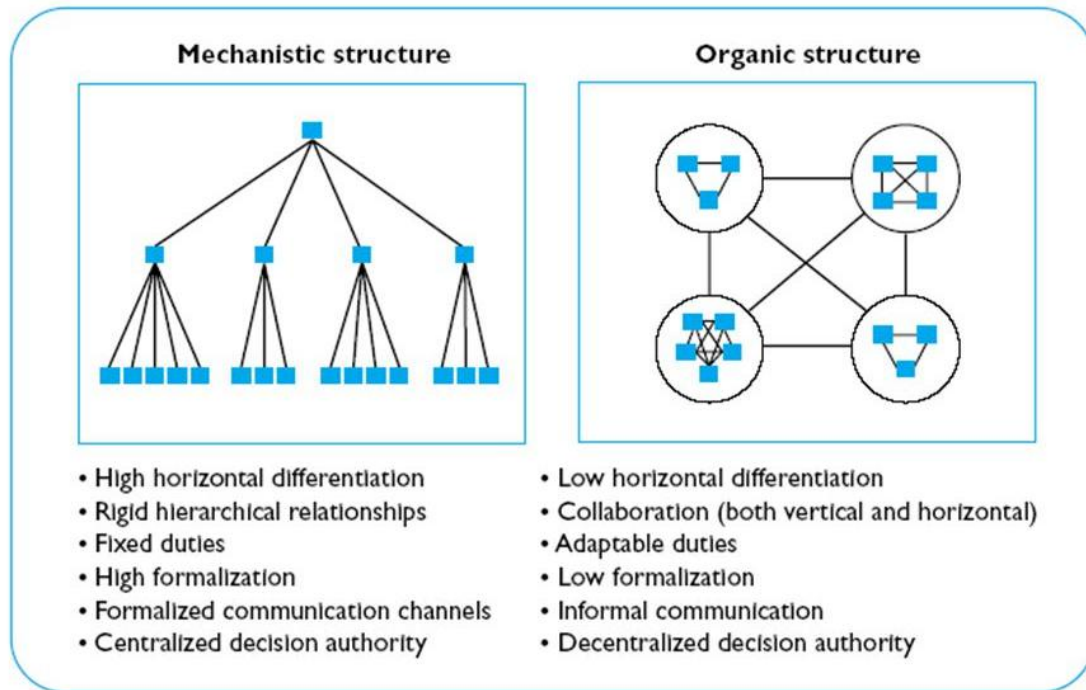
In management, a narrow span of control means the manager supervises fewer employees. A narrow span of management is the opposite of a wide span of management. Having a narrow span or lower span of control also depends on the work of the business. Some employees will require more direction or assistance from their managers in their roles.

The narrow span of control also has both advantages and disadvantages. Some advantages include closer supervision and more opportunities to grow in the company. Having closer supervision allows for more open communication and collaboration between employees and managers. This is beneficial for positions where the work is completed in teams. With less direct reports, there is also a need for more managers overall. Unlike the wide span, the narrow span of control allows for more opportunities to grow into a management position within the company since there are more available.

Principle of Organizational Structure Design



Types of Organizational Structures



Organizational structures have evolved from rigid, vertically integrated, hierarchical, autocratic structures to relatively boundary-less, empowered, networked organizations designed to respond quickly to customer needs with customized products and services.

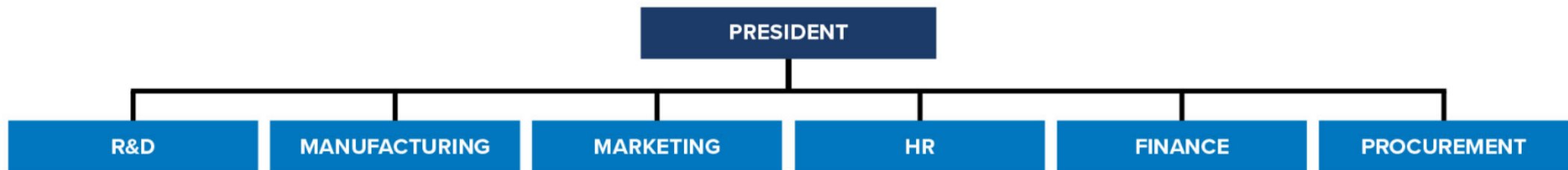
Today, organizations are usually structured vertically, vertically and horizontally, or with open boundaries. Specific types of structures within each of these categories are the following:

Functional structure

Two main types of vertical structure exist, functional and divisional. The functional structure divides work and employees by specialization. It is a hierarchical, usually vertically integrated, structure. It emphasizes standardization in organization and processes for specialized employees in relatively narrow jobs.

This traditional type of organization forms departments such as production, sales, research and development, accounting, HR, and marketing. Each department has a separate function and specializes in that area. For example, all HR professionals are part of the same function and report to a senior leader of HR. The same reporting process would be true for other functions, such as finance or operations.

In functional structures, employees report directly to managers within their functional areas who in turn report to a chief officer of the organization. Management from above must centrally coordinate the specialized departments.



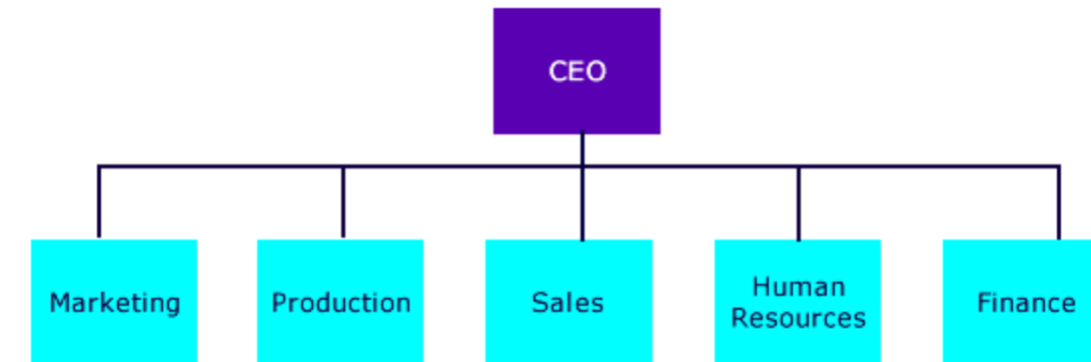
VERTICAL STRUCTURES (FUNCTIONAL AND DIVISIONAL)

A functional structure groups employees into different departments by work specialization. Each department has a designated leader highly experienced in the job functions of each employee supervised by them.

Most often, it implements a top-down (centralized) decision-making process where department managers report to upper management. Ideally, leaders of different teams communicate regularly and coordinate their strategies while lower-level employees have little idea of the processes taking place outside their department.

The main challenge companies with a functional structure face is the lack of coordination between departments. Employees may lose the larger company context when focusing on very specific tasks and failing to interact with members of other departments.

To create a functional organizational structure that works, you'll need to train leaders to foster collaboration across departments.



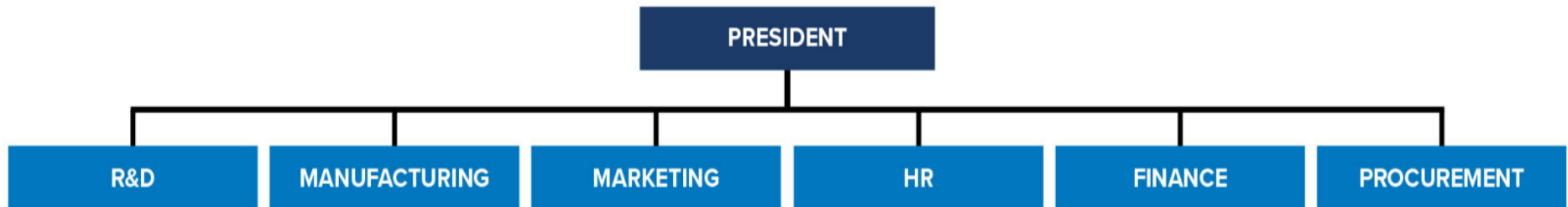
VERTICAL STRUCTURES (FUNCTIONAL AND DIVISIONAL)

Advantages of a functional structure include the following:

- The organization develops experts in its respective areas.
- Individuals perform only tasks in which they are most proficient.
- This form is logical and easy to understand.

Disadvantages center on coordination or lack thereof:

- People are in specialized "silos" and often fail to coordinate or communicate with other departments.
- Cross-functional activity is more difficult to promote.
- The structure tends to be resistant to change.

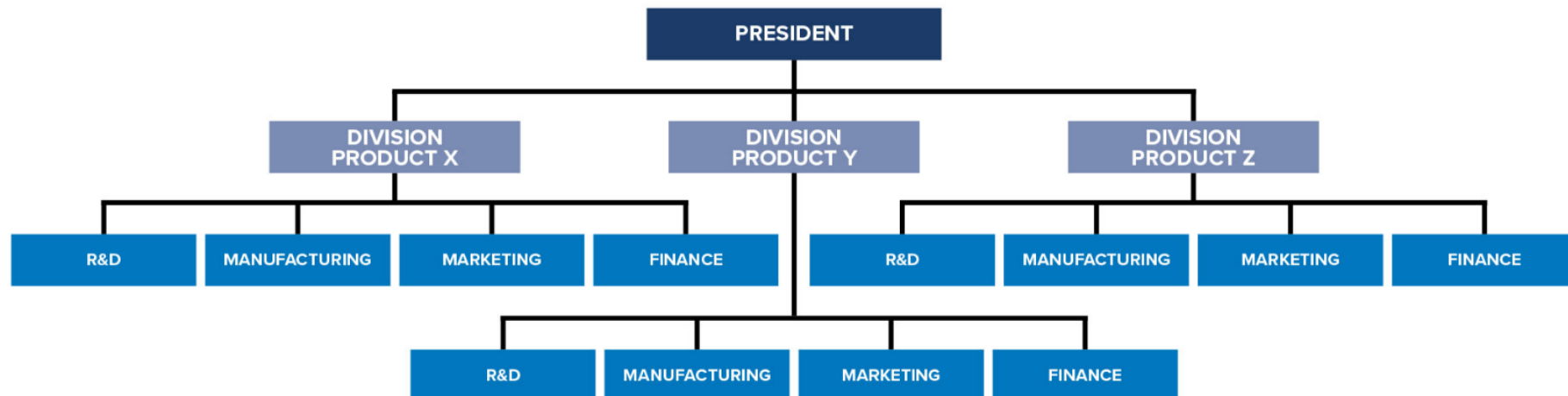


Divisional structure

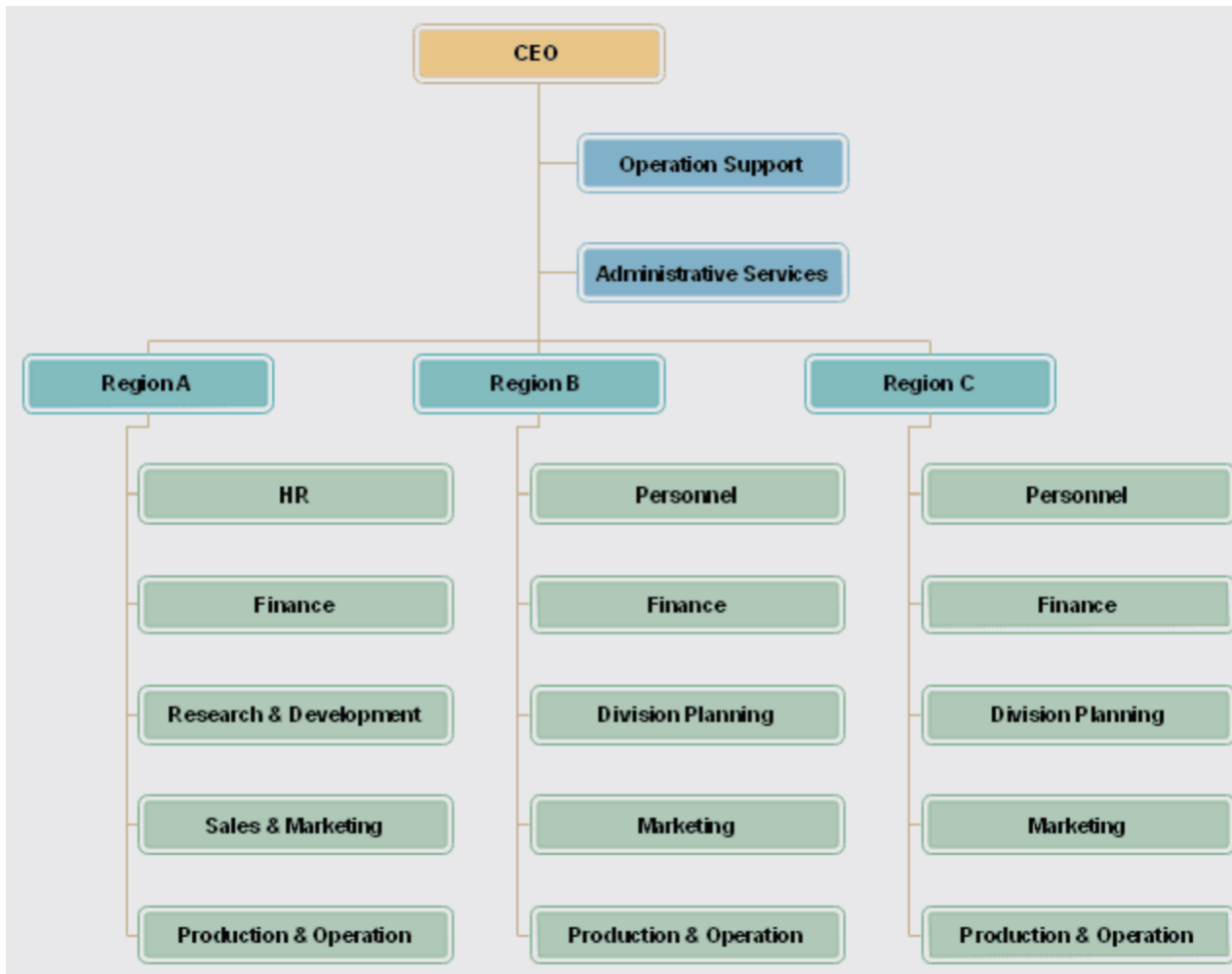
This structure works best for organizations that remain centralized (i.e., a majority of the decision-making occurs at higher levels of the organization) because there are few shared concerns or objectives between functional areas (e.g., marketing, production, purchasing, IT). Given the centralized decision-making, the organization can take advantage of economies of scale in that there are likely centralized purchasing functions.

An appropriate management system to coordinate the departments is essential. The management system may be a special leader, like a vice president, a computer system or some other format.

Also a vertical arrangement, a divisional structure most often divides work and employees by output, although a divisional structure could be divided by another variable such as market or region.



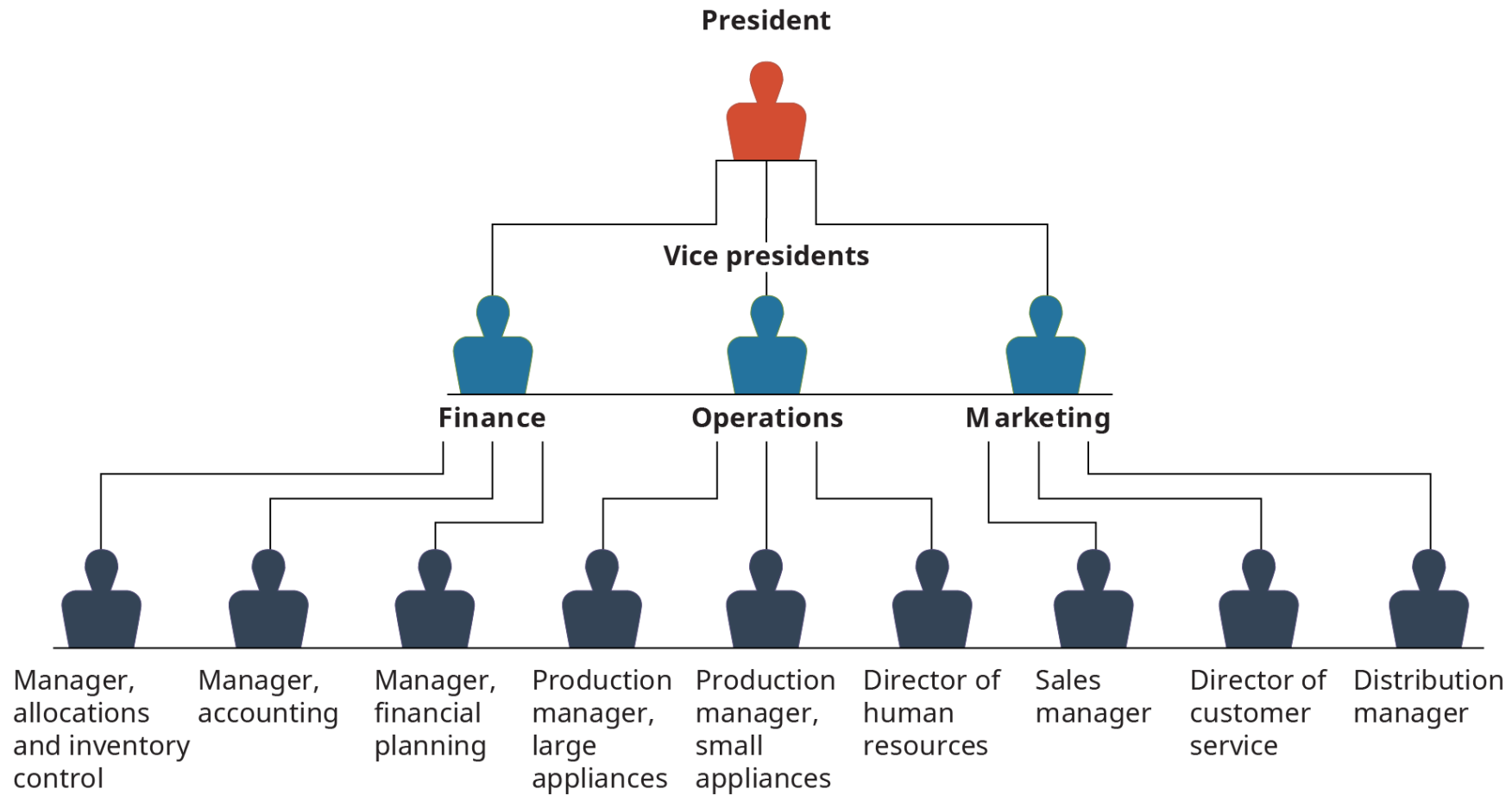
Divisional structure



A divisional structure organizes employees around a common product or geographical location. Divisional organizations have teams focused on a specific market or product line.

These smaller groups are relatively independent and mainly follow a decentralized framework. Still, the leaders of each department are likely to operate under centralized corporate management. It means that company culture is dictated by top management, but operational decisions can be made by each division independently.

Organization chart



VERTICAL STRUCTURES (FUNCTIONAL AND DIVISIONAL)

Advantages of a functional structure include the following:

- It provides more focus and flexibility on each division's core competency.
- It allows the divisions to focus on producing specialized products while also using knowledge gained from related divisions.
- It allows for more coordination than the functional structure.
- Decision-making authority pushed to lower levels of the organization enables faster, customized decisions.

Disadvantages center on coordination or lack thereof:

- It can result in a loss of efficiency and a duplication of effort because each division needs to acquire the same resources.
- Each division often has its own research and development, marketing, and other units that could otherwise be helping each other.
- Employees with similar technical career paths have less interaction.
- Divisions may be competing for the same customers.
- Each division often buys similar supplies in smaller quantities and may pay more per item.

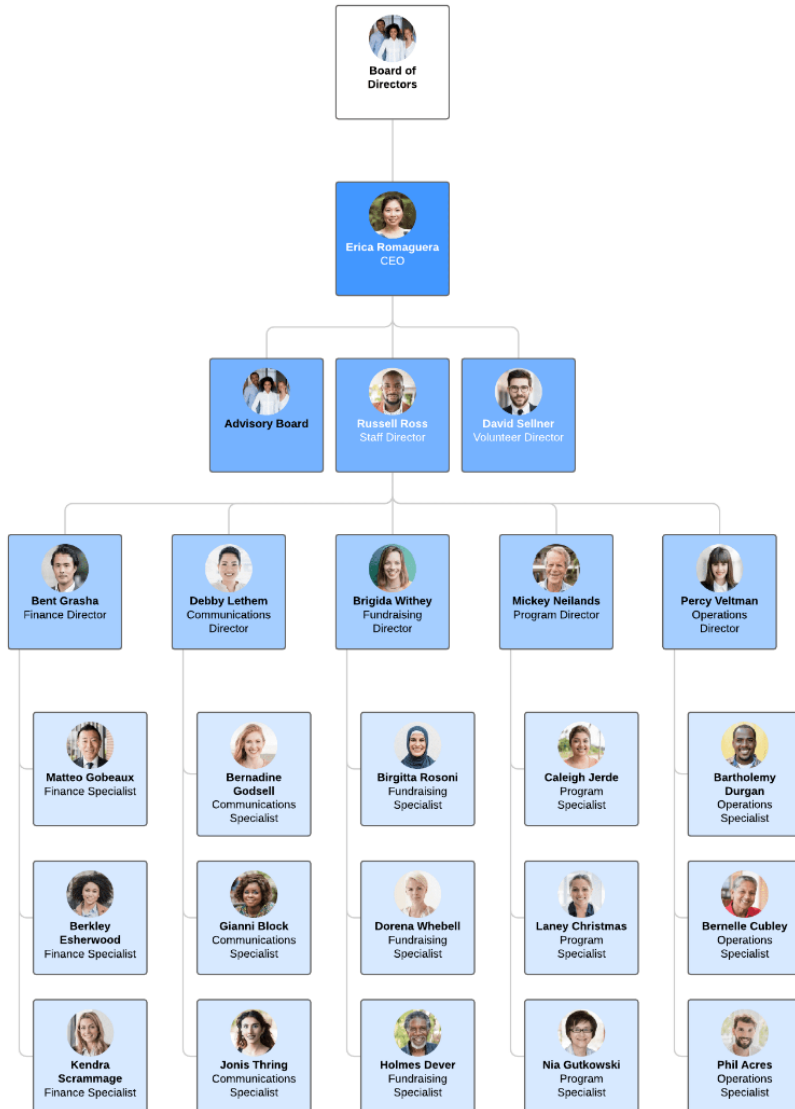
Hierarchical structure

It's the most common organizational structure type that follows a direct chain of command.

A chain of command, in this case, goes from senior management to general employees through a range of executives on the departmental and team level. The highest-level executive has the highest power over the decision-making process.

On one hand, this structure enables organizations to streamline business processes, develop clear career paths, and reduce conflicts. A company hierarchy leaves no place for challenging managers' authority, which can be good in some cases.

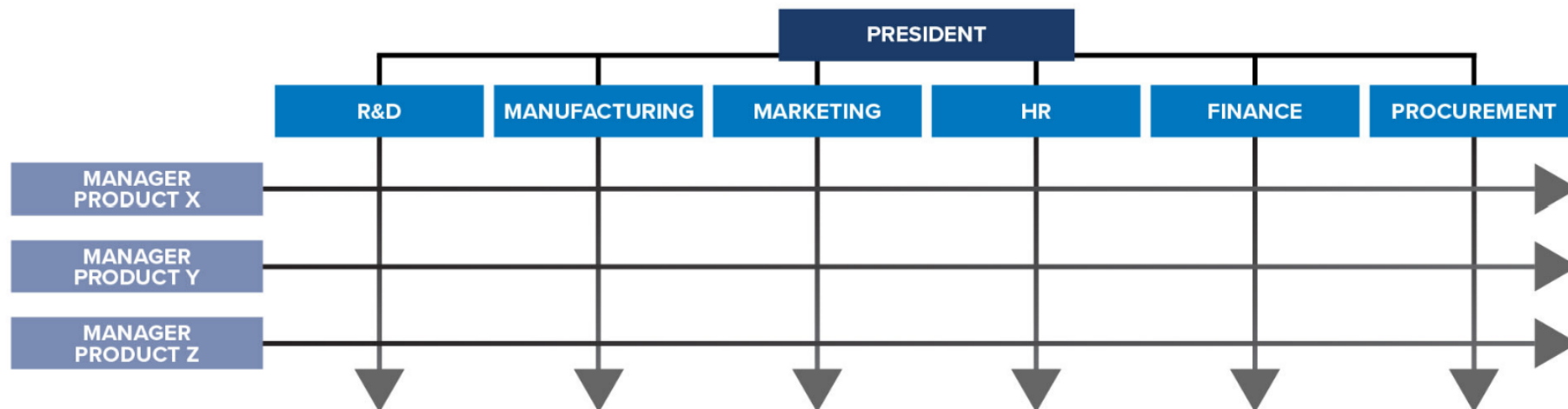
On the other hand, a hierarchical structure slows down decision-making and may hurt employee morale.



MATRIX ORGANIZATIONAL STRUCTURES

A matrix structure combines the functional and divisional structures to create a dual-command situation. In a matrix structure, an employee reports to two managers who are jointly responsible for the employee's performance. Typically, one manager works in an administrative function, such as finance, HR, information technology, sales or marketing, and the other works in a business unit related to a product, service, customer or geography.

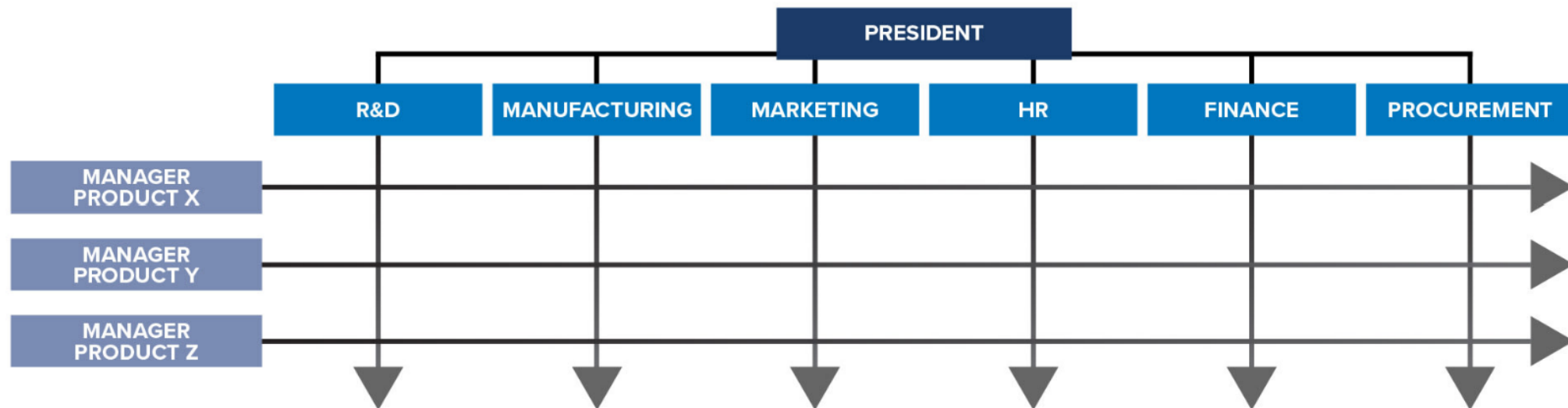
Matrix structures are common in heavily project-driven organizations, such as construction companies. These structures have grown out of project structures in which employees from different functions formed teams until completing a project, and then reverted to their own functions. In a matrix organization, each project manager reports directly to the vice president and the general manager. Each project is, in essence, a mini profit center, and therefore, general managers usually make business decisions.



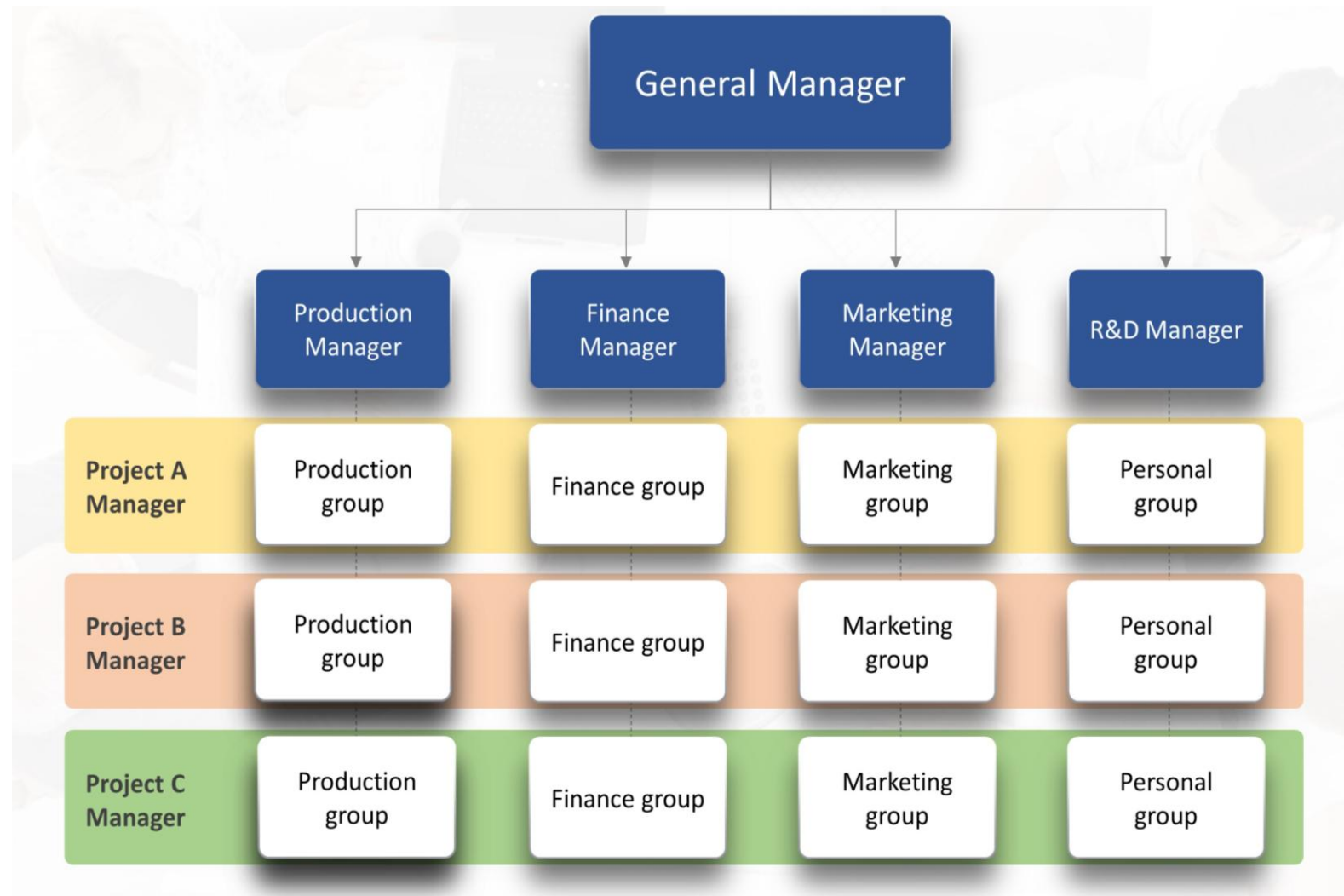
MATRIX ORGANIZATIONAL STRUCTURES

The matrix-structured organization also provides greater visibility, stronger governance and more control in large, complex companies. It is also well suited for development of business areas and coordination of complex processes with strong dependencies.

Matrix structures pose difficult challenges for professionals charged with ensuring equity and fairness across the organization. Managers working in matrix structures should be prepared to intervene via communication and training if the structure compromises these objectives. Furthermore, leadership should monitor relationships between managers who share direct reports. These relationships between an employee's managers are crucial to the success of a matrix structure.



Organization chart



MATRIX ORGANIZATIONAL STRUCTURES

Advantages of the matrix structure include the following:

- It creates a functional and divisional partnership and focuses on the work more than on the people.
- It minimizes costs by sharing key people.
- It creates a better balance between time of completion and cost.
- It provides a better overview of a product that is manufactured in several areas or sold by various subsidiaries in different markets.

Disadvantages :

- Responsibilities may be unclear, thus complicating governance and control.
- Reporting to more than one manager at a time can be confusing for the employee and supervisors.
- The dual chain of command requires cooperation between two direct supervisors to determine an employee's work priorities, work assignments and performance standards.
- When the function leader and the product leader make conflicting demands on the employee, the employee's stress level increases, and performance may decrease.
- Employees spend more time in meetings and coordinating with other employees.

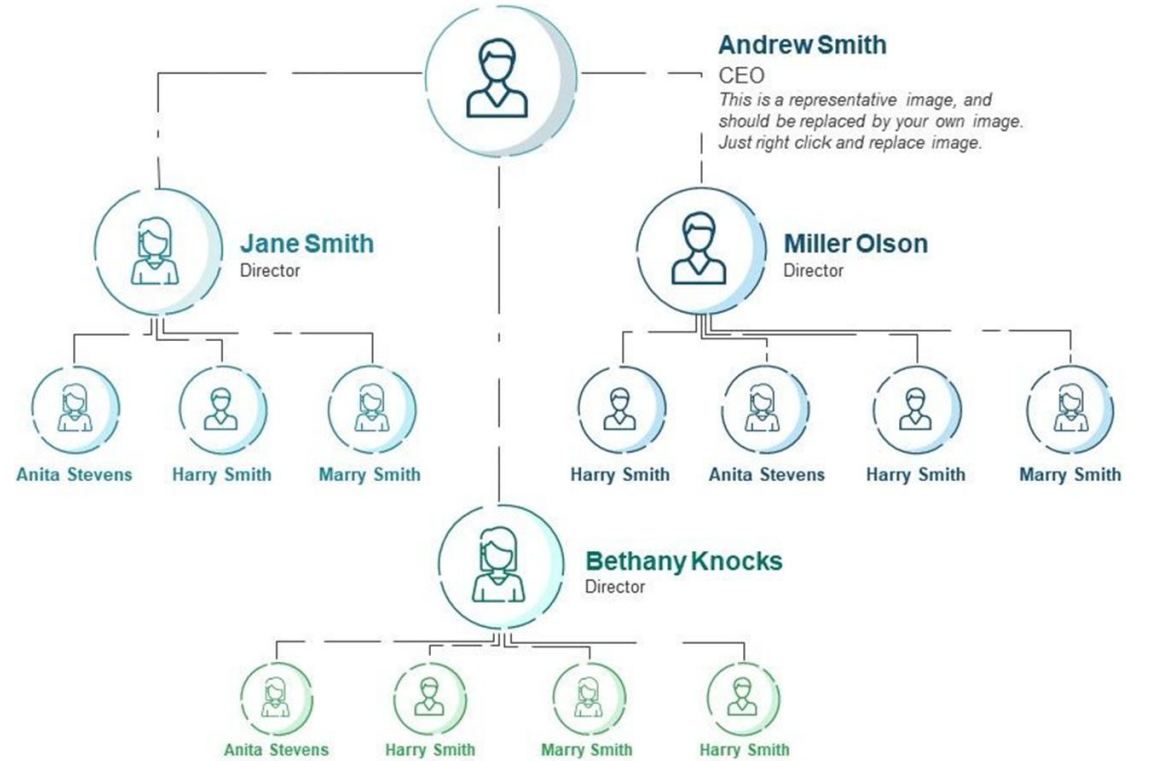
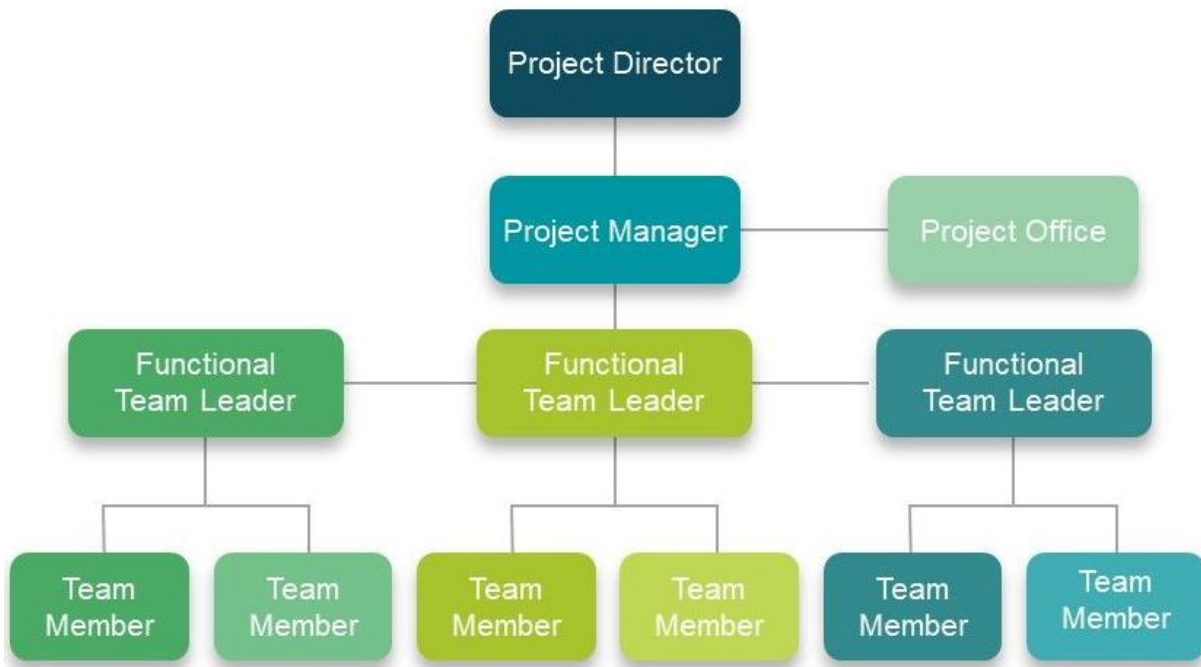
Team structure



A team-based organizational structure creates small teams that focus on delivering one product or service. These teams are capable of solving problems and making decisions without bringing in third parties.

Team members are responsible for managing their workload and have full control over the project. Team-based organizations are distinguished by little formalization and high flexibility. This structure works well for global organizations and manufacturers.

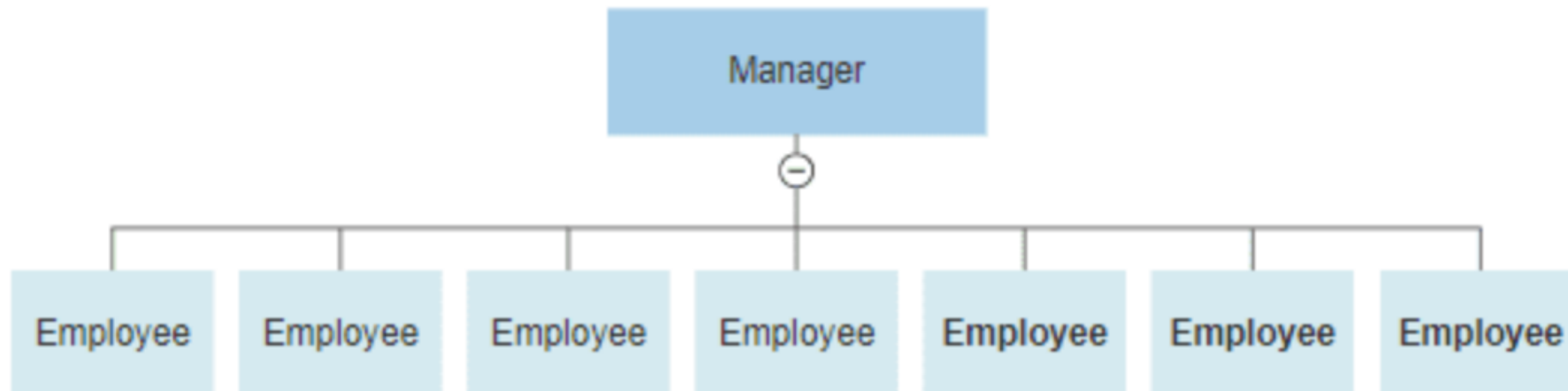
Organization chart



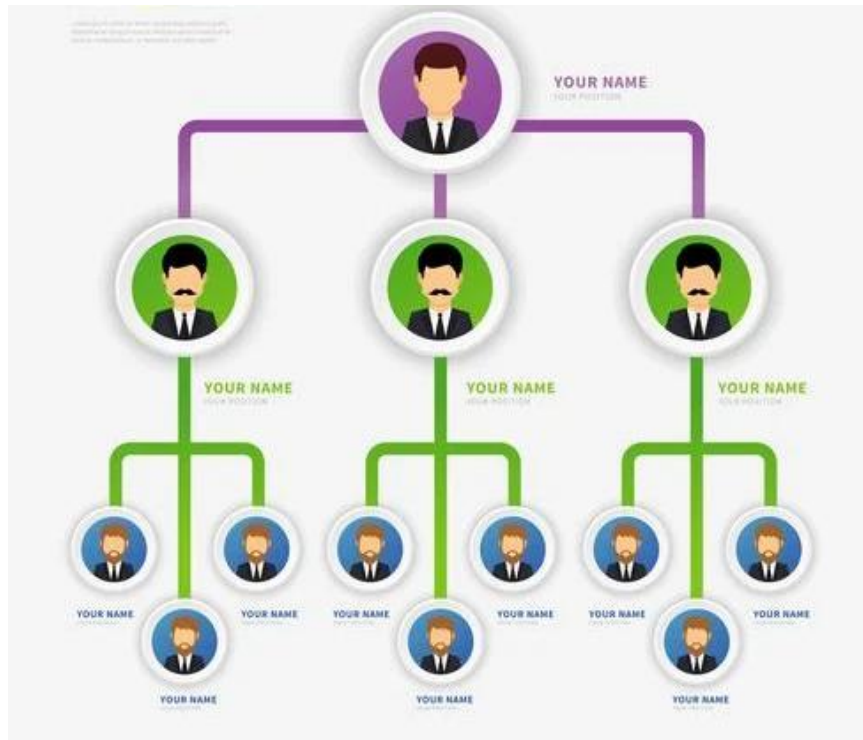
Flat organization structure

In a flat organizational structure, there are few middle managers between employees and top managers. The structure requires less supervision, increases employee involvement, and boosts trust in the workplace. Organizations with a flat structure include: Value, most small businesses.

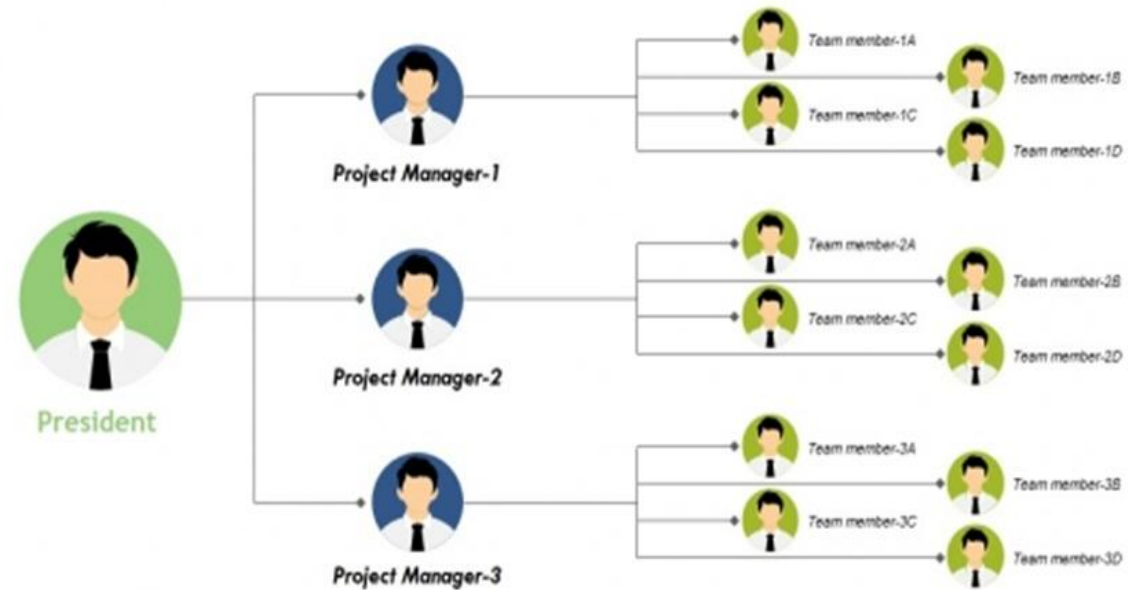
Due to its simple nature, a flat organization structure, also called a “flatarchy”, is typically used by small businesses and startups.



Organization chart



Vertical organization chart



Horizontal organization chart

OPEN BOUNDARY STRUCTURES

(HOLLOW, MODULAR VIRTUAL AND LEARNING)



Vertical boundaries

*Information flows freely
as management layers are removed*



Horizontal boundaries

*Removing departments and silos
enables cross-functional collaboration*



External boundaries

*Stimulate innovation by closely
integrating customers and suppliers*



Geographical boundaries


*Integrate different geographies to
spread & implement innovation faster*

More recent trends in structural forms remove the traditional boundaries of an organization. Typical internal and external barriers and organizational boxes are eliminated, and all organizational units are effectively and flexibly connected. Teams replace departments, and the organization and suppliers work as closely together as parts of one company. The hierarchy is flat; status and rank are minimal. Everyone—including top management, managers and employees—participates in the decision-making process. The use of 360-degree feedback performance appraisals is common as well.

Boundary-less organizational structures can be created in varied forms, including hollow, modular and virtual organizations.

OPEN BOUNDARY STRUCTURES

(HOLLOW, MODULAR VIRTUAL AND LEARNING)




Vertical boundaries
*Information flows freely
as management layers are removed*



Horizontal boundaries
*Removing departments and silos
enables cross-functional collaboration*



External boundaries
*Stimulate innovation by closely
integrating customers and suppliers*



Geographical boundaries
*Integrate different geographies to
spread & implement innovation faster*

Advantages of boundary-less organizations include the following:

- Ability to leverage all employees' talents.
- Faster response to market changes.
- Enhanced cooperation and information sharing among functions, divisions and staff.

Disadvantages :

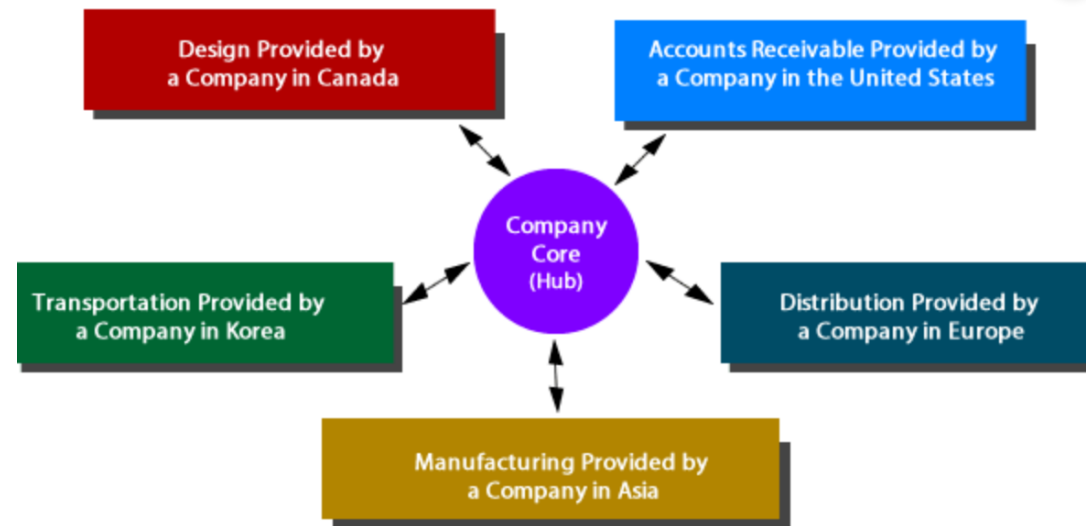
- Difficulty in overcoming silos inside the organization.
- Lack of strong leadership and common vision.
- Time-consuming processes.
- The possibility of employees being adversely affected by efficiency efforts.
- The possibility of organizations abandoning change if restructuring does not improve effectiveness quickly.

Network structure

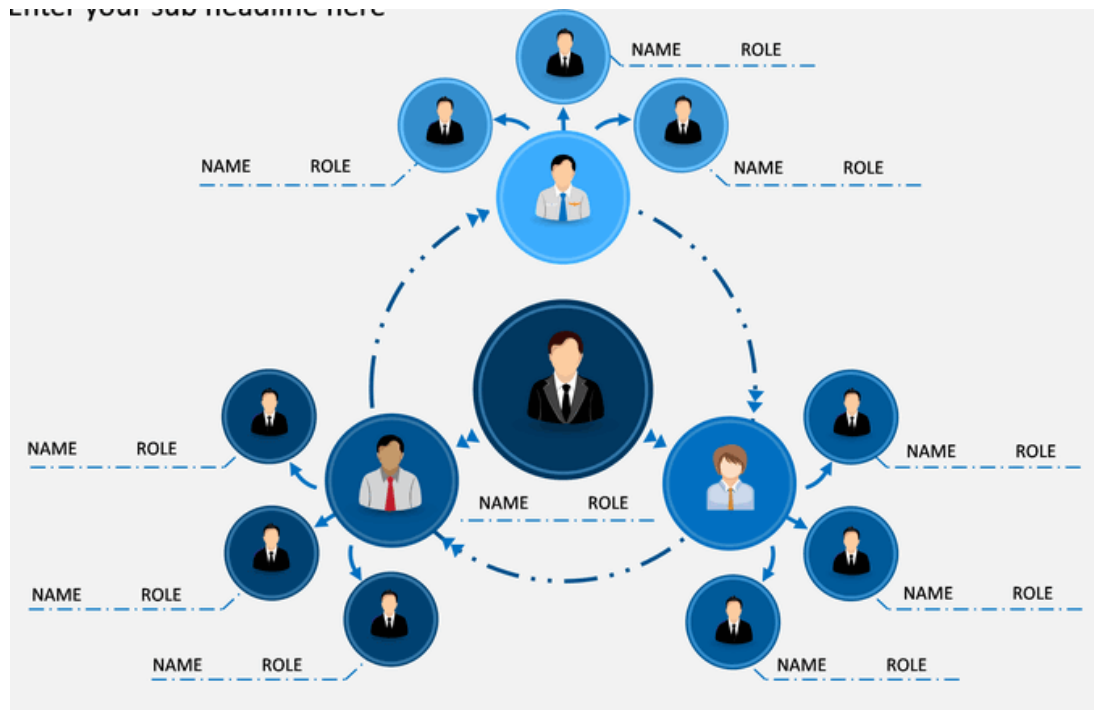
A network structure goes far beyond your internal company structure. It's an act of joining the efforts of two or more organizations with the goal of delivering one product or service. Typically, a network organization outsources independent contractors or vendors to complete the work.

In a network organization, teams are built from full-time employees as well as freelance specialists – this way, in-house workers can spend most of their time focusing on the work they specialize in. Such an approach allows companies to adapt to market changes and obtain the missing skills fast.

Working with individuals that aren't integrated into your company culture results in lower formalization and higher agility.



Organization chart



Circular organization chart



Network organization chart

Virtual organizations

A virtual organization (sometimes called a network structure) is cooperation among companies, institutions or individuals delivering a product or service under a common business understanding. Organizations form partnerships with others—often competitors—that complement each other. The collaborating units present themselves as a unified organization.



The advantages of virtual structures include the following:

- Contributions from each part of the unit.
- Elimination of physical boundaries.
- Responsiveness to a rapidly changing environment.
- Lower or nonexistent organizational overhead.
- Allows companies to be more flexible and agile.
- Give more power to all employees to collaborate, take initiative, and make decisions.
- Helps employees and stakeholders understand workflows and processes.

The disadvantages of virtual organizations include the following:

- Potential lack of trust between organizations.
- Potential lack of organizational identification among employees.
- Need for increased communication.
- Can quickly become overly complex when dealing with lots of offsite processes.
- Can make it more difficult for employees to know who has final say.

Lesson 10

Organizational Culture



Organizational Culture

An organization's culture defines the proper way to behave within the organization. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding. Organizational culture sets the context for everything an enterprise does. Because industries and situations vary significantly, there is not a one-size-fits-all culture template that meets the needs of all organizations.

A strong culture is a common denominator among the most successful companies. All have consensus at the top regarding cultural priorities, and those values focus not on individuals but on the organization and its goals. Leaders in successful companies live their cultures every day and go out of their way to communicate their cultural identities to employees as well as prospective new hires. They are clear about their values and how those values define their organizations and determine how the organizations run.



Organizational Culture

The key to a successful organization is to have a culture based on a strongly held and widely shared set of beliefs that are supported by strategy and structure. When an organization has a strong culture, three things happen: Employees know how top management wants them to respond to any situation, employees believe that the expected response is the proper one, and employees know that they will be rewarded for demonstrating the organization's values.

Employers have a vital role in perpetuating a strong culture, starting with recruiting and selecting applicants who will share the organization's beliefs and thrive in that culture, developing orientation, training and performance management programs that outline and reinforce the organization's core values and ensuring that appropriate rewards and recognition go to employees who truly embody the values.



What Is Organizational Culture?

An employer must begin with a thorough understanding of what culture is in a general sense and what their organization's specific culture is. At the deepest level, an organization's culture is based on values derived from basic assumptions about the following:



- **Human nature.** Are people inherently good or bad, mutable or immutable, proactive or reactive? These basic assumptions lead to beliefs about how employees, customers and suppliers should interact and how they should be managed.
- **The organization's relationship to its environment.** How does the organization define its business and its constituencies?
- **Appropriate emotions.** Which emotions should people be encouraged to express, and which ones should be suppressed?
- **Effectiveness.** What metrics show whether the organization and its individual components are doing well? An organization will be effective only when the culture is supported by an appropriate business strategy and a structure that is appropriate for both the business and the desired culture.

HOW CULTURE DEVELOPS

Though culture emerges naturally in most organizations, strong cultures often begin with a process called "values blueprinting," which involves a candid conversation with leaders from across the organization. Once the culture is framed, an organization may establish a values committee that has a direct link to leadership. This group makes sure the desired culture is alive and well. For values blueprinting to work, organizations must first hire people who live the values and have the competency needed to perform the job.



An organization's customs, traditions, rituals, behavioral norms, symbols and general way of doing things are the visible manifestation of its culture; they are what one sees when walking into the organization. The current organizational culture is usually due to factors that have worked well for the organization in the past. See [How to Create a Culture of Civility](#).

Founders typically have a significant impact on an organization's early culture. Over time, behavioral norms develop that are consistent with the organization's values. For example, in some organizations, resolution of conflicts is hashed out openly and noisily to create widespread consensus, whereas in other places disputes are settled hierarchically and quietly behind closed doors.

SUSTAINING A CULTURE

The management of organizational culture starts with identifying a company's organizational culture traits or "artifacts." Artifacts are the core business activities, processes and philosophies that characterize how an organization does business day-to-day.

Identifying these traits—and assessing their importance in light of current business objectives—is a way to start managing culture. Three broad concepts help identify the traits specific to a culture:



➤ **Social culture**

This refers to group members' roles and responsibilities. It is the study of class distinctions and the distribution of power that exists in any group.

➤ **Material culture**

This involves examining everything that people in a group make or achieve and the ways people work with and support one another in exchanging required goods and services.

➤ **Ideological culture**

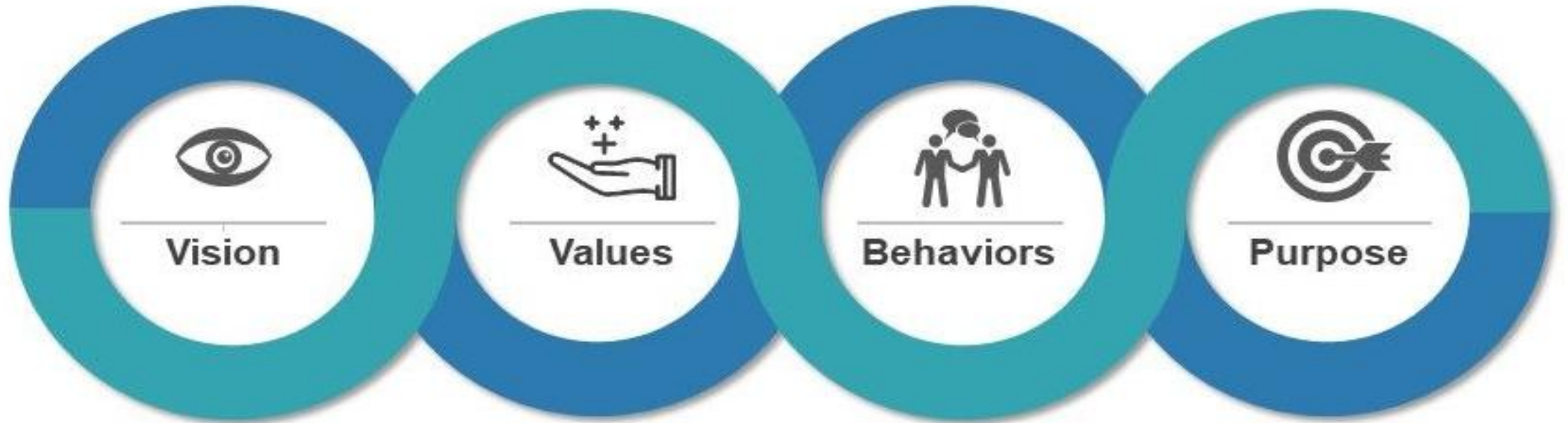
This is tied to a group's values, beliefs and ideals—the things people view as fundamental. It includes the emotional and intellectual guidelines that govern people's daily existence and interactions.

Dominant culture

- A dominant culture is one that has established its own norms, values, and preferences as the standard for an entire group of people. Preferences and norms are imposed regardless of whether they contradict what is usual for other members of the group. The group tends to accept and adopt these behaviors and practices, even if they aren't shared.
- To some extent, this only occurs when the dominant culture's norms are perceived to be preferable or relevant to a majority of the population. However, the criteria and reasons for this differ. The dominant culture's norms may be accepted because they're convenient or prevalent. They might have religious or cultural value. But they might also be accepted because violating them would incur a social threat.
- A culture may gain traction by being promoted as beneficial to the group — think of the centuries of missionary work and evangelism. Often, however, this promotion is also accompanied by the suppression of other cultures.



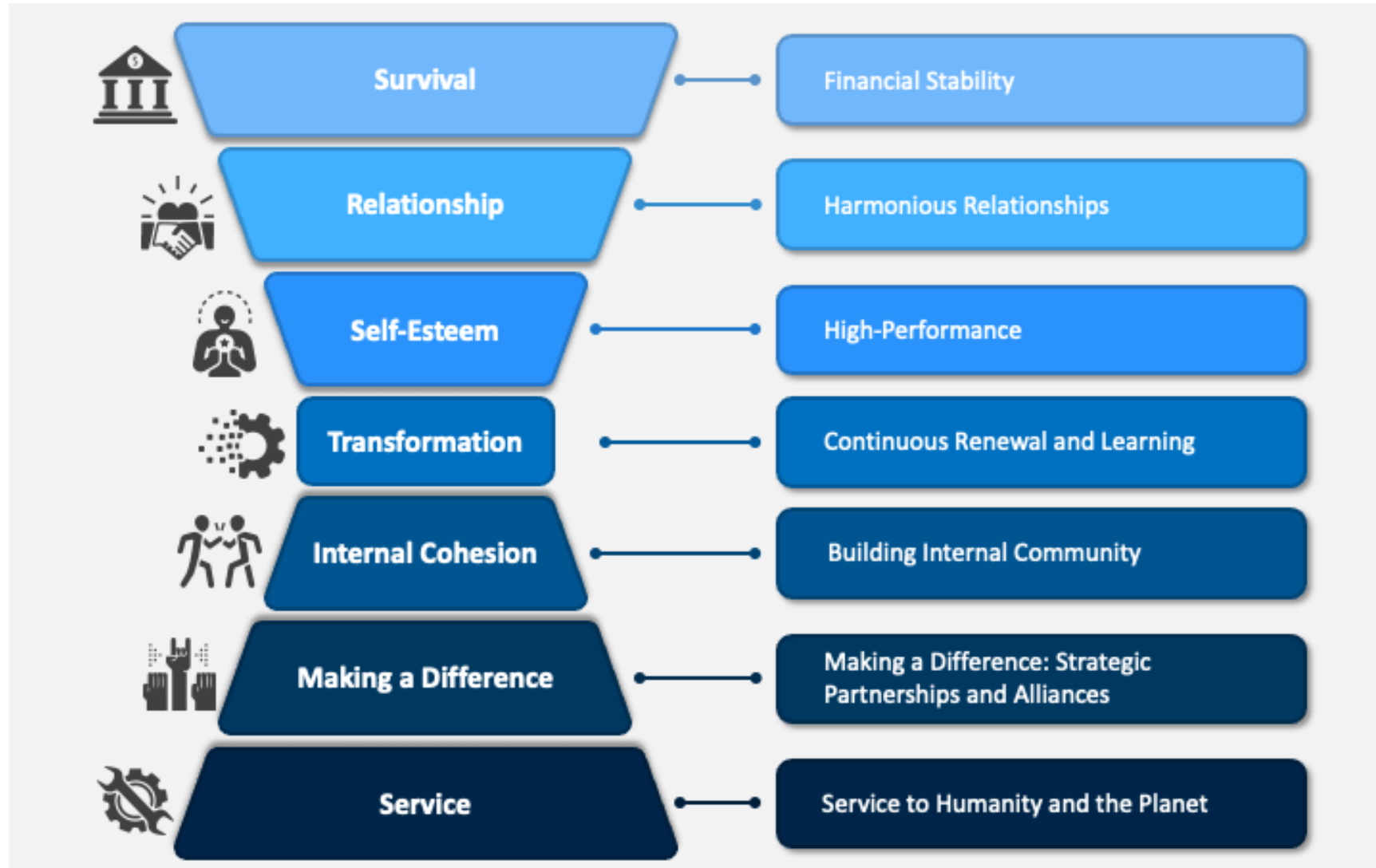
Organizational Culture



Characteristics of Organizational Culture



Characteristics of Organizational Culture



Elements of Organizational Culture



FOUR TYPES OF ORGANIZATIONAL CULTURE

CLAN



Personal relationships and a sense of loyalty to the group.

Strong sense of responsibility for organizational success.

A focus is on collective achievement.

ADHOCRACY



Flexibility and creativity.

Encourage risk-taking and innovation to achieve results.

Highly motivated and have a strong sense of ownership for their work.

MARKET



Competition and a focus on results.

Driven by a need to achieve and be successful.

Very competitive and have a strong sense of self-interest.

HIERARCHY



Clear chain of command and a focus on order and stability.

High level of loyalty to the organization and its leaders.

There is a strong emphasis on rules and procedures.

Types of Organizational Culture



CLAN



ADHOCRACY



MARKET



HIERARCHY

➤ **The Clan Culture**

Clan cultures are based on personal relationships and a sense of loyalty to the group. Members are typically very committed to the organization and feel a strong sense of responsibility for its success. The focus is on collective achievement rather than individual accomplishment.

the clan culture functions through a united group of people. Employees in this organisational culture tend to share a bond like one big family; they might have the same interests, similar commitment level and uphold a strong sense of work normalities. One of the best advantages of this culture is that it brings synergy to the whole organisation as trust is built through positive relationships in your workforce.

To be the perfect fit, your new hire should ideally be an employee who values and is driven by teamwork, collaboration, open communication and commitment.

Types of Organizational Culture



CLAN



ADHOCRACY



MARKET



HIERARCHY

➤ **The Adhocracy Culture**

This culture is seen as the most creative type. The employees and leaders in this organizational culture are both risk takers and innovators. There is a strong commitment in creating new standards, maintaining continuous improvement and constantly finding creative solutions. The management in this organizational culture tends to benefit from innovation and creative new ways employees will find in solving problems.

Your ideal candidate for this organizational culture should have a creative-mind, possess the qualities of an entrepreneur or a visionary; an individual who takes initiative and is a self-starter.

Adhocracy cultures are characterized by flexibility and creativity. They encourage risk-taking and innovation to achieve results. Members of adhocracy cultures are often highly motivated and have a strong sense of ownership for their work.

Types of Organizational Culture



CLAN



ADHOCRACY



MARKET



HIERARCHY

➤ The Market Culture

Market cultures work on competition and a focus on results. Members of these organizations are driven by a need to achieve and be successful. They are often very competitive and have a strong sense of self-interest.

Result is the only thing that matters in a market-cultured organization. The employees are often aggressively competitive and leaders are generally tough with high expectations. The core values are based on the importance of winning and beating all rivals, hence the business strategies, measures and procedures are well-aligned towards the demands of the market. The best part about this organizational culture is that top performers are rewarded and highly recognized, encouraging them to go the extra mile for their employers.

If your organization is result-oriented, look for a candidate who is highly ambitious, competitive and confident in nature. The downside of this culture is that there is a high chance of work stress or employee burnout, therefore it is vital to pick a candidate with the above qualities to avoid a bad hire.

Types of Organizational Culture



CLAN



ADHOCRACY



MARKET



HIERARCHY

➤ The Hierarchy Culture

Hierarchy cultures are characterized by a clear chain of command and a focus on order and stability. Members of these organizations typically have a high level of loyalty to the organization and its leaders. There is a strong emphasis on rules and procedures.

The fundamentals of this organisational culture are on structure and control. Widely known as a bureaucratic organisation, the work environment for this organisational culture is considered well-defined and formal, usually with strict protocols, rules, regulations and policies to ensure order, efficiency and consistency. The advantages of this culture lie in the stability, process control and predictability that it gains.

Types of Organizational Culture



CLAN



ADHOCRACY



MARKET



HIERARCHY

Just as how every candidate's personality is exclusive in his or her own way, a culture is unique to every organization. Nevertheless, as businesses are affected by factors such as industry trends, new developments and the impact of disruptive technologies, the best organizational culture may not necessary be only one type. It is important to hire employees who can be in sync with your business strategies in order for them to find the right balance between all four types when the need arises.



16 LEADERSHIP PRINCIPLES

-  Customer obsession **01**
-  Ownership **02**
-  Invent and simplify **03**
-  Are right, a lot **04**
-  Learn and be curious **05**
-  Hire and develop the best **06**
-  Insist on the highest standards **07**
-  Think big **08**
-  Bias for action **09**
-  Frugality **10**
-  Earn trust **11**
-  Dive deep **12**
-  Have a backbone: disagree and commit **13**
-  Deliver results **14**
-  Strive to be earth's best employer **15**
-  Success & scale bring lots of responsibility **16**



ALIBABA'S 6 LEADERSHIP VALUES



CUSTOMER FIRST

The interests of our community of buyers and sellers must be our first priority

TEAMWORK

We believe teamwork enables ordinary people to achieve extraordinary things

EMBRACE CHANGE

In this fast-changing world, we must be flexible, innovative and ready to adapt to new business conditions in order to survive

INTEGRITY

We expect our people to uphold the highest standards of honesty and to deliver on their commitments

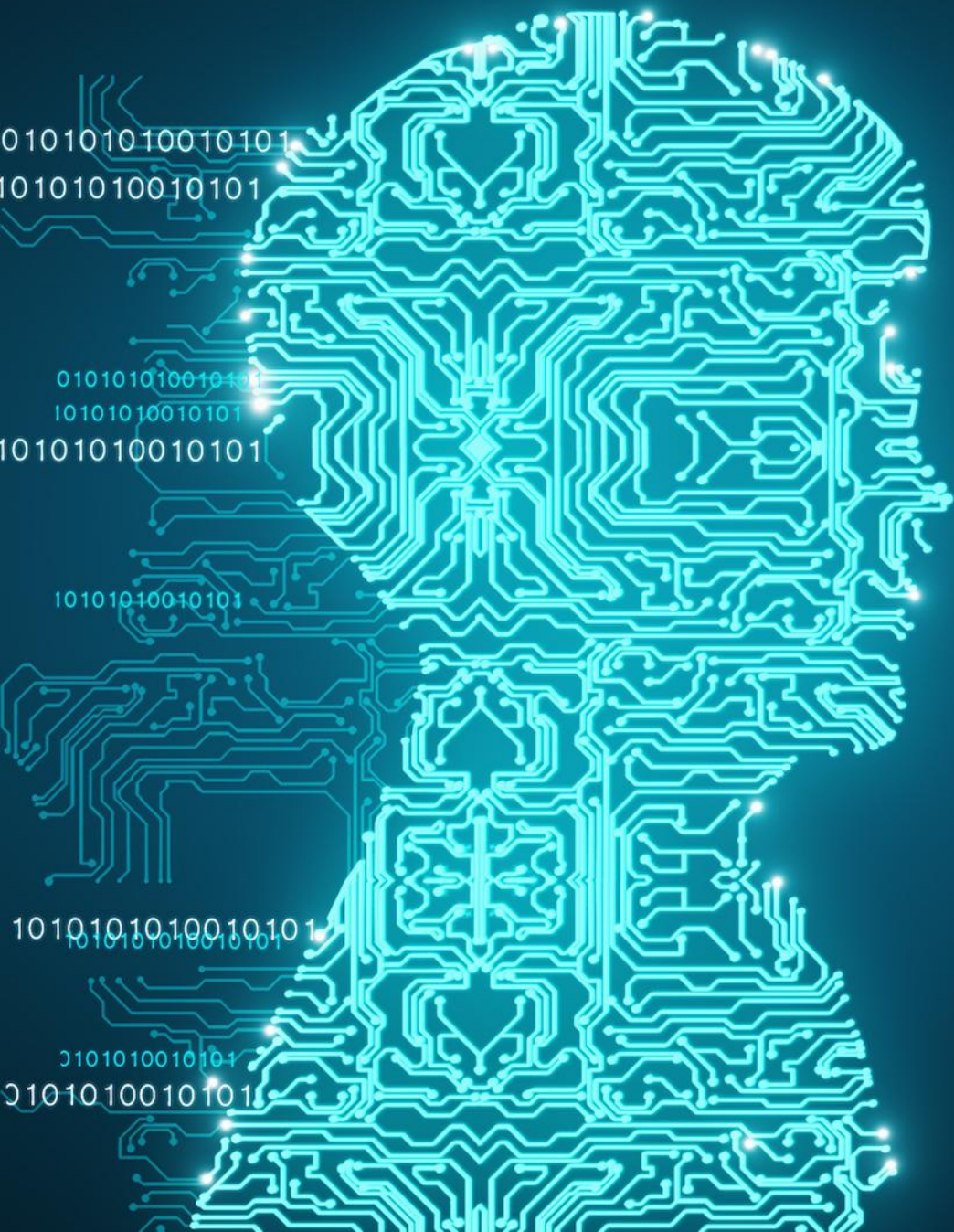
PASSION

We expect our people to approach everything with fire in their belly and never give up on doing what they believe is right

COMMITMENT

Employees who demonstrate perseverance and excellence are richly rewarded Nothing should be taken lightly as we encourage our people to “work happily, and live seriously”





Digital Culture



- Digital culture is a workplace shaped and influenced by digital tools and technologies. In companies with advanced digital cultures, most employees use digital tech to collaborate, innovate and offer customers access to products, services and support.
- Digital cultures allow you to grow, innovate quickly and adapt to customer needs. As the global marketplace heads toward digitalization, mature digital cultures help you stay agile and future-proof your business.
- Digital Culture as the New Cultural Paradigm: The Vital Element of The Successful Digital Transformation

Benefits of DIGITAL culture



➤ Fewer barriers and greater transparency

Digital workplaces allow more effective communication and connection between teams, even those that don't usually work together. They help you tear down silos and build bridges to share knowledge across channels. And because leaders have more and better tools for sharing important information, strong digital-first cultures tend to be more open and transparent at the company level.

➤ Greater agility and adaptability

Digital tools help you stay nimble and respond to disruptions. If your customers' needs change regularly, your company and product need to follow them to win the market. A digital culture helps you pivot when you need to. It lets leaders interact with all levels of the company and quickly communicate new directions or priorities. And it empowers your frontline teams to shift how they work in response to those directions.

Benefits of DIGITAL culture



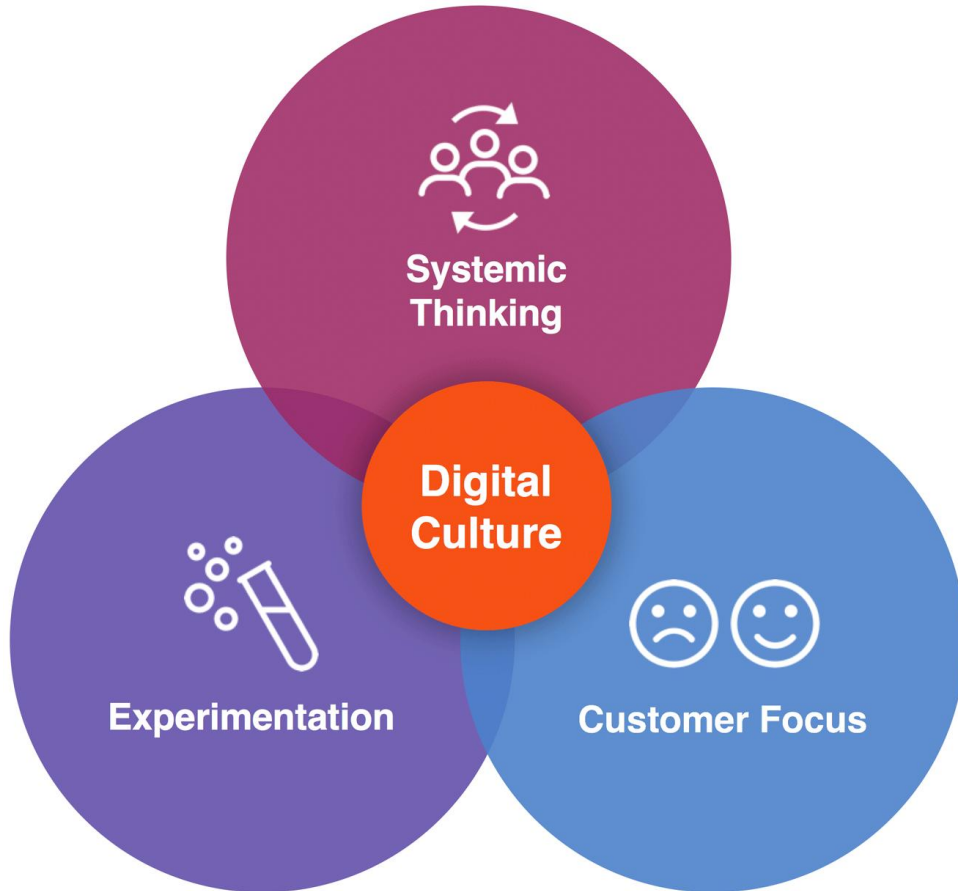
➤ **Enhanced collaboration and innovation**

Rather than setting up meetings that waste time, tools like asynchronous video let you collaborate with your team when it's convenient. They save time. They also help connect people in other regions and time zones, fostering creativity and innovation.

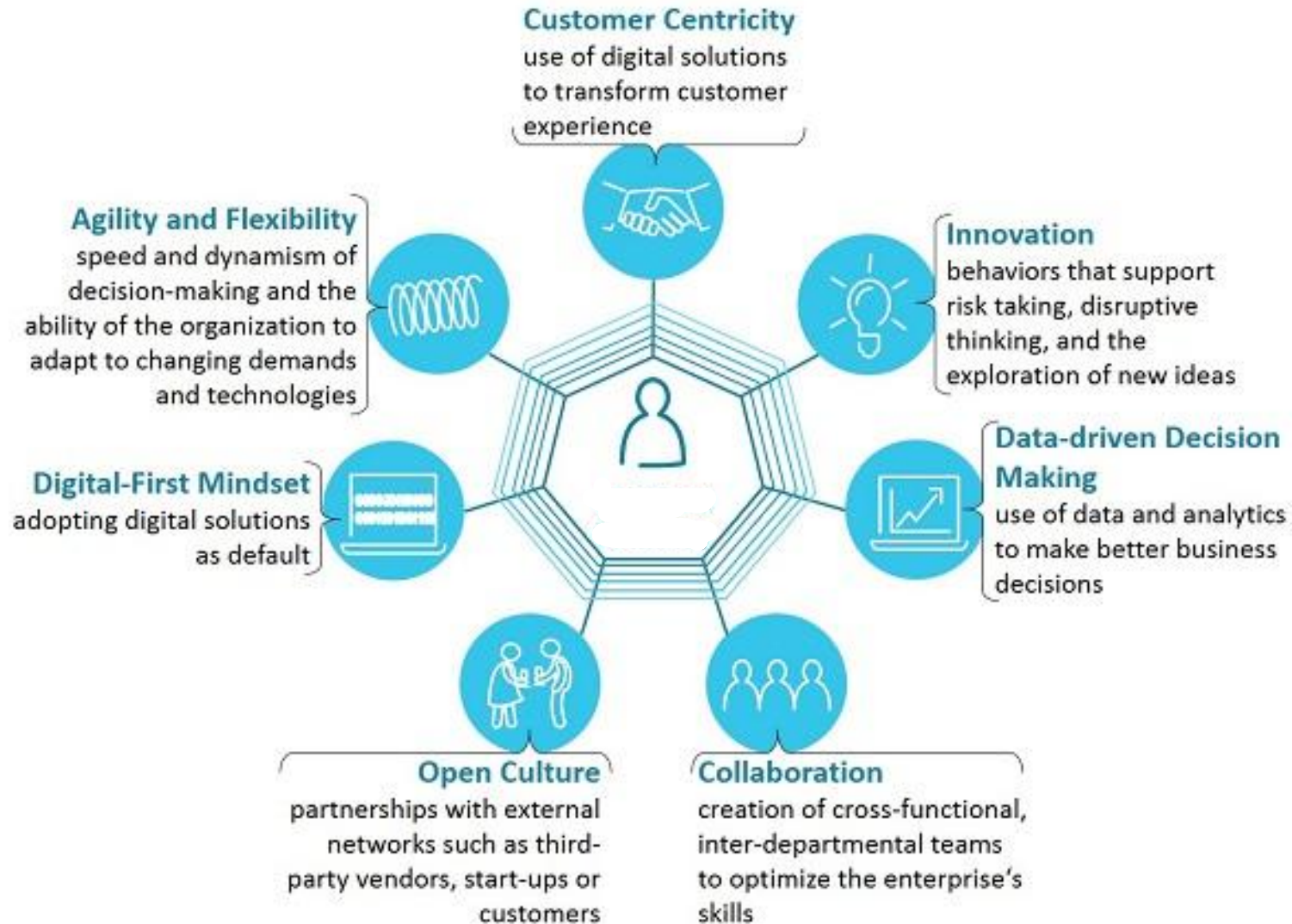
➤ **Enhanced data collection**

When you put more of your business online, you have more data. If you collect and analyze it, you can uncover patterns, identify inefficiencies and make decisions that improve the way you work. Digital platforms for customers give you the power to understand customer preferences, collect feedback and help you design products and experiences your customers will love.

DIGITAL culture



- A company's digital effectiveness is driven by three key cultural elements: customer focus, systemic thinking, and experimentation. With customer focus, the organization develops the ability to delight customers, in a world where massive adoption of new technologies is increasingly broadening customer choice. Systemic thinking ensures that employees share relevant information at the right time, thus maximizing the potential of new technologies to promote and expand collaboration across the organization. Finally, experimentation means that leaders don't shy away from bold business initiatives that leverage new technologies





Process of Digital Culture

Your Digital Impact

Our experts ensure that your culture and leadership behaviors inspire a successful digital transformation.



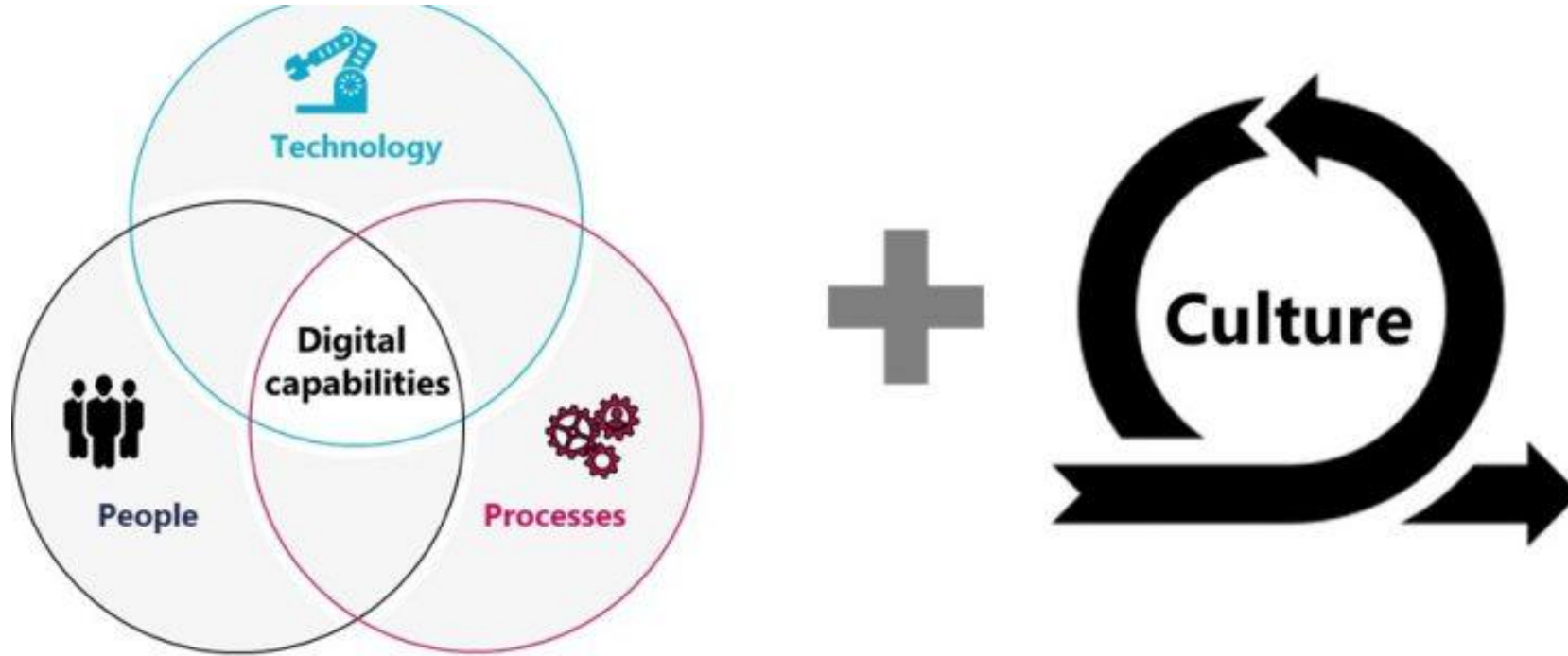
Understand Your People

Our digital assessment tools deliver critical data about your organization's culture, performance, and leadership.

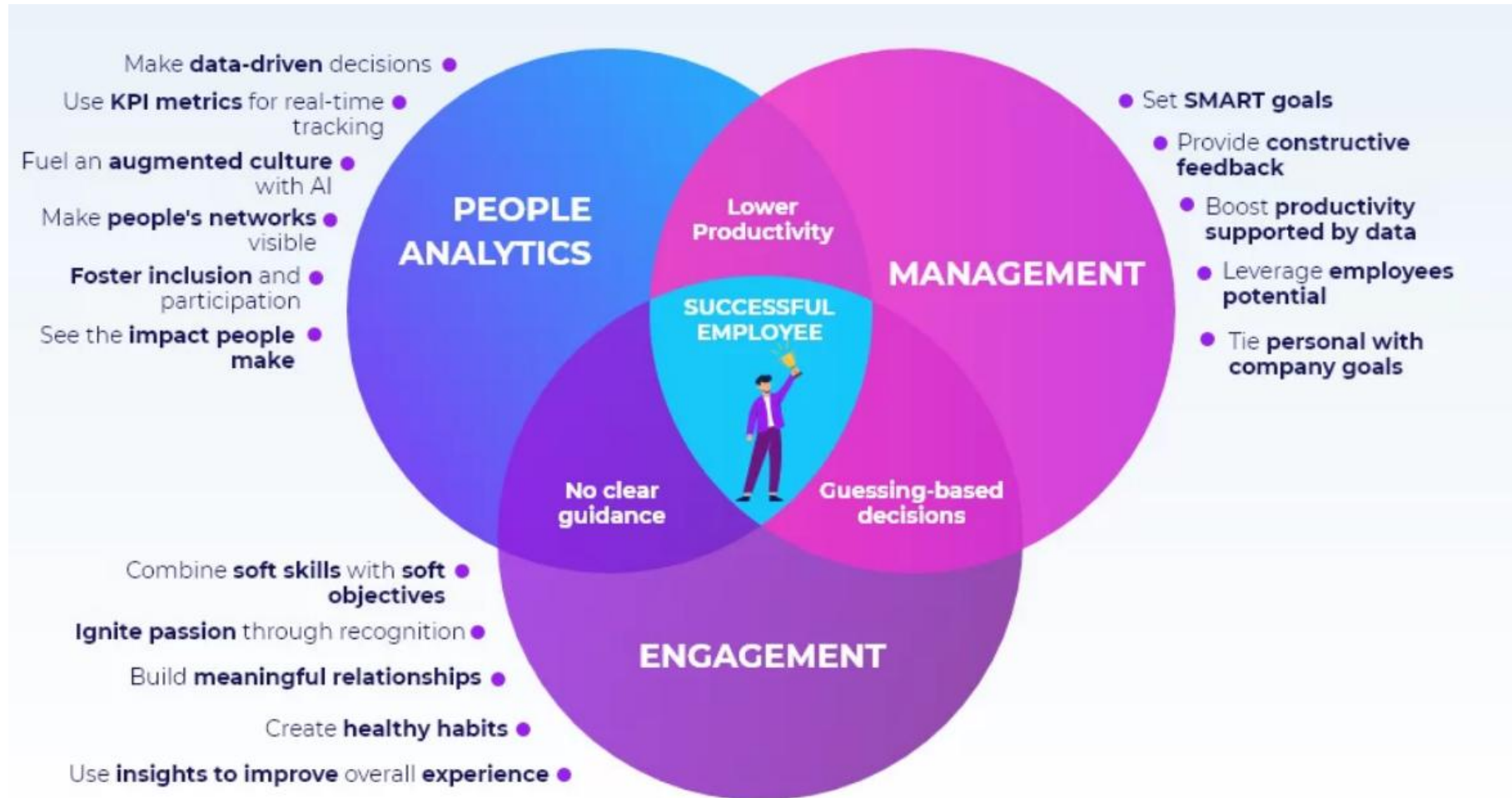
Take Action

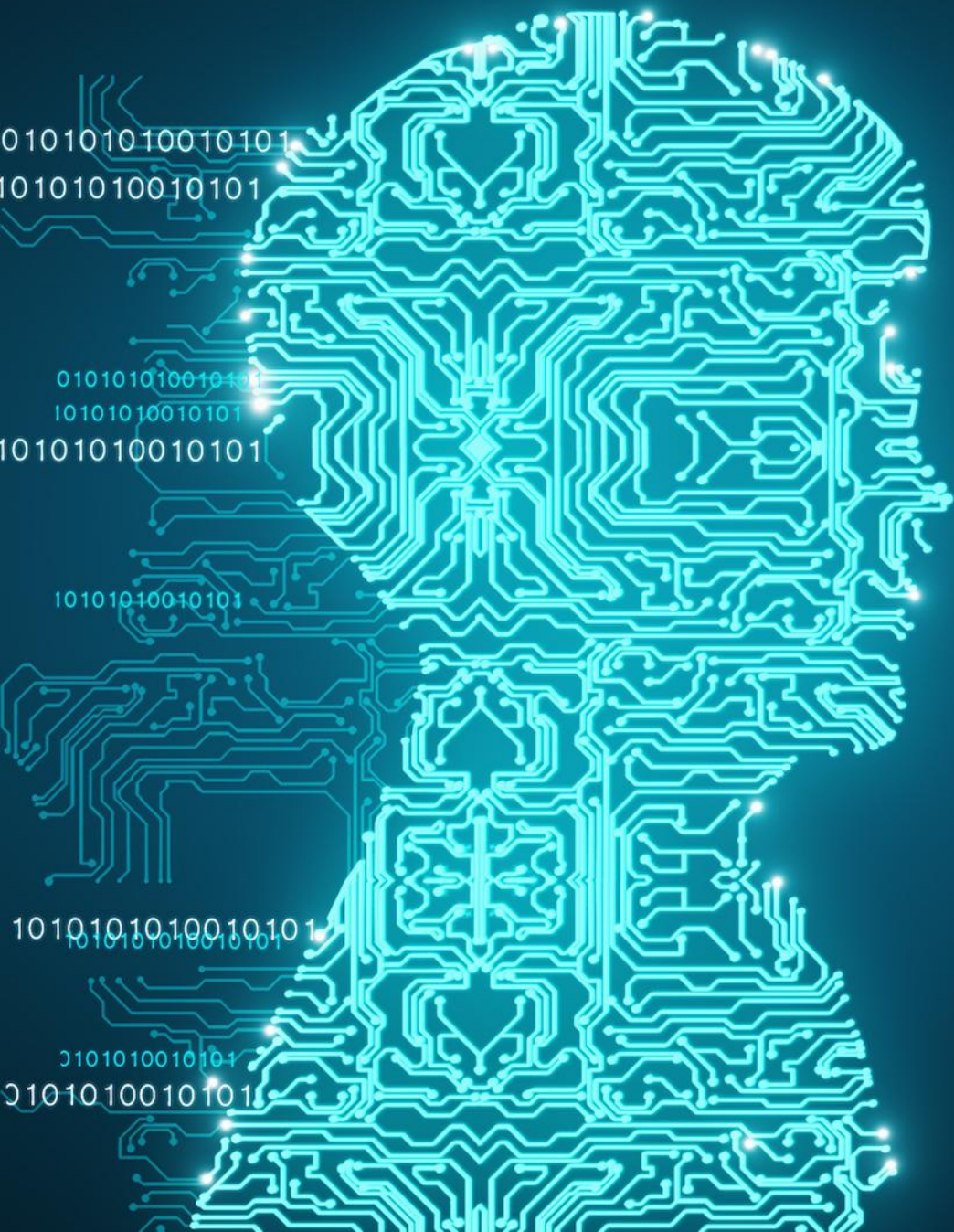
We have developed impactful and motivating ways to engage your leaders and employees in shaping your new digital culture.

How To Cultivate Digital Culture



An Effective Digital Culture





Digital Transformation

- Digital transformation is the process of using digital technologies to create new — or modify existing — business processes, culture, and customer experiences to meet changing business and market requirements. This reimagining of business in the digital age is digital transformation.
- It transcends traditional roles like sales, marketing, and customer service. Instead, digital transformation begins and ends with how you think about, and engage with, customers. As we move from paper to spreadsheets to smart applications for managing our business, we have the chance to reimagine how we do business — how we engage our customers — with digital technology on our side.
- Digital transformation is the process by which companies embed technologies across their businesses to drive fundamental change. The benefits? Increased efficiency, greater business agility and, ultimately, the unlocking of new value for employees, customers and shareholders.



- 
- A hand is shown on the right side of the image, pointing its index finger towards a glowing digital network graphic. The network consists of numerous white nodes connected by thin white lines, set against a dark blue background with a subtle pattern of light blue dots. The hand is illuminated from the side, creating a strong contrast with the dark background.
- Digital transformation is the integration of digital technology into all areas of a business, fundamentally changing how you operate and deliver value to customers. It's also a cultural change that requires organizations to continually challenge the status quo, experiment, and get comfortable with failure.
 - Digital transformation matter, the most likely reason is that they have to: It's a survival issue. In the wake of the pandemic, an organization's ability to adapt quickly to supply chain disruptions, time to market pressures, and rapidly changing customer expectations has become critical. For instance, these digital transformation elements are often cited:
 - **Customer experience**
 - **Operational agility**
 - **Culture and leadership**
 - **Workforce enablement**
 - **Digital technology integration**

Two concepts related to digital transformation are digitization and digitalization.

- **Digitization** is the process of translating analog information and data into digital form—for example, scanning a photo or document and storing it on a computer.
- **Digitalization** is the use of digital technologies to change business processes and projects—such as skilling employees to use new software platforms designed to help launch products faster. While digital transformation might include digitalization efforts, it goes beyond the project level and affects the entire organization.



The 4 Areas of Digital Transformation

➤ 1. Process Transformation

Business process transformation is a strategic initiative aimed at improving the efficiency and effectiveness of a company's operations. It involves a thorough review of existing processes and systems, with the goal of identifying areas for improvement and making changes to better achieve the company's goals.

Process transformation entails modifying the elements of a business's processes in order to achieve new goals. Most companies engage in a business process transformation when they require a radical update. Undergoing such a transformation will modernize an organization's processes, integrate new technology, save money, and better incorporate core systems.



A hand is shown on the left side of the image, reaching towards a glowing digital network of nodes and lines that extends across the background. The network is composed of white dots connected by thin white lines, with a bright orange and yellow glow emanating from the center. The background is a dark blue gradient.

The 4 Areas of Digital Transformation

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The 4 Areas of Digital Transformation

➤ 2. Business Model Transformation

Many companies are pursuing digital technologies in order to transform their traditional business models. In today's business world, there are numerous examples of this kind of innovation, from Netflix's reinvention of video distribution to Apple's reinvention of music delivery (i-Tunes), to Uber's reinvention of the taxi industry.

These well-known names are not the only companies to incorporate such big changes into their business model. Insurance companies like Allstate and Metromile are using data and analytics to un-bundle insurance contracts and charge customers by-the-mile—a wholesale change to the auto insurance business model.

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The 4 Areas of Digital Transformation

➤ 3. Domain Transformation

An area that doesn't receive a large amount of attention, but which has proven itself to have enormous potential, is domain transformation. New technologies have the ability to redefine products and services, blur industry boundaries, and foster opportunities for non-traditional competitors. This form of wholesale transformation offers incredible opportunities for businesses to create new value.

An excellent example of how domain transformation works is the case of the online retailer, Amazon, which expanded into a new market domain with the launch of Amazon Web Services (AWS). Currently, AWS is the largest cloud computing/infrastructure service provider in the world, in a sector that was previously dominated by high-profile behemoths Microsoft and IBM.

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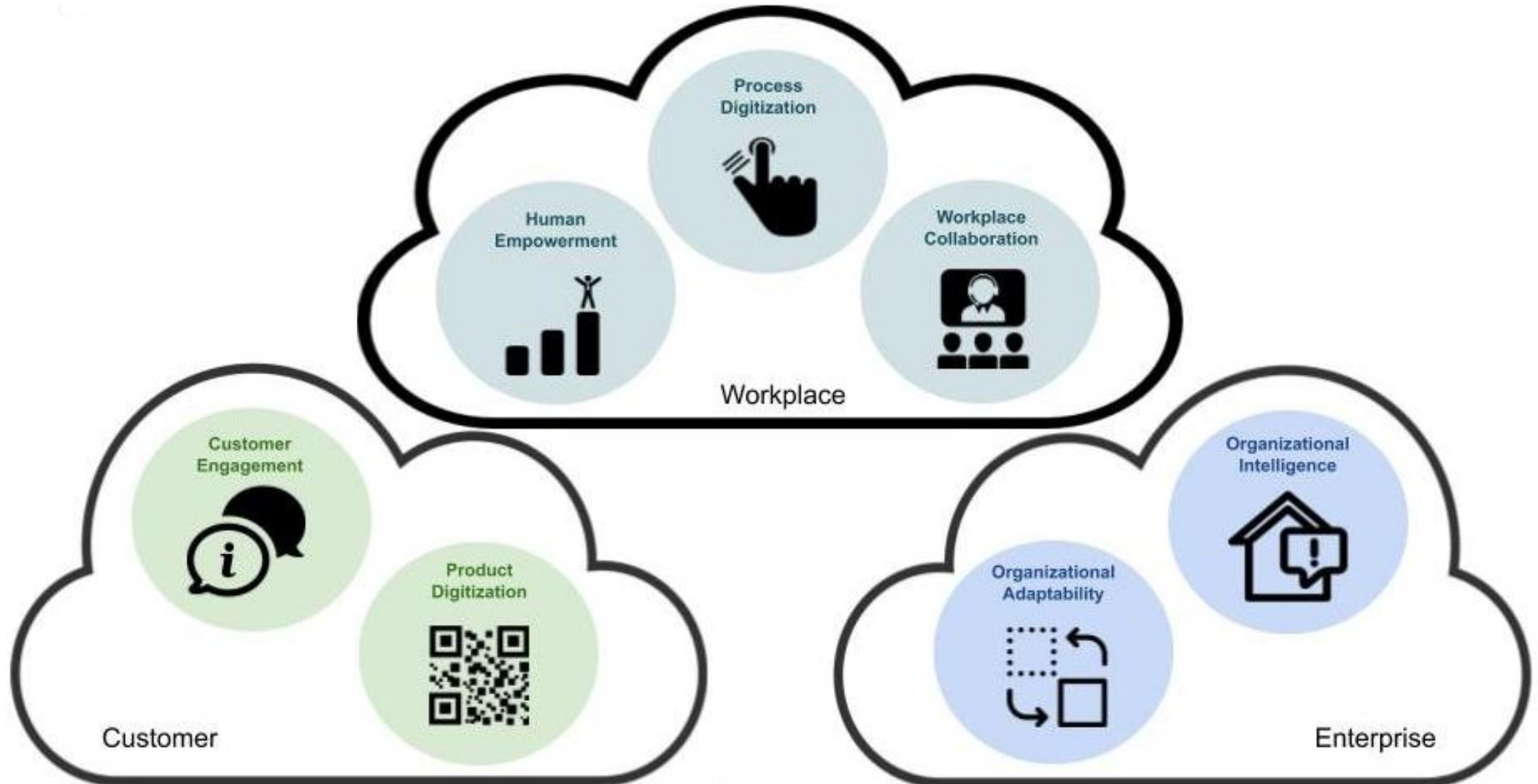
The 4 Areas of Digital Transformation

➤ 4. Cultural / Organizational Digital Transformation

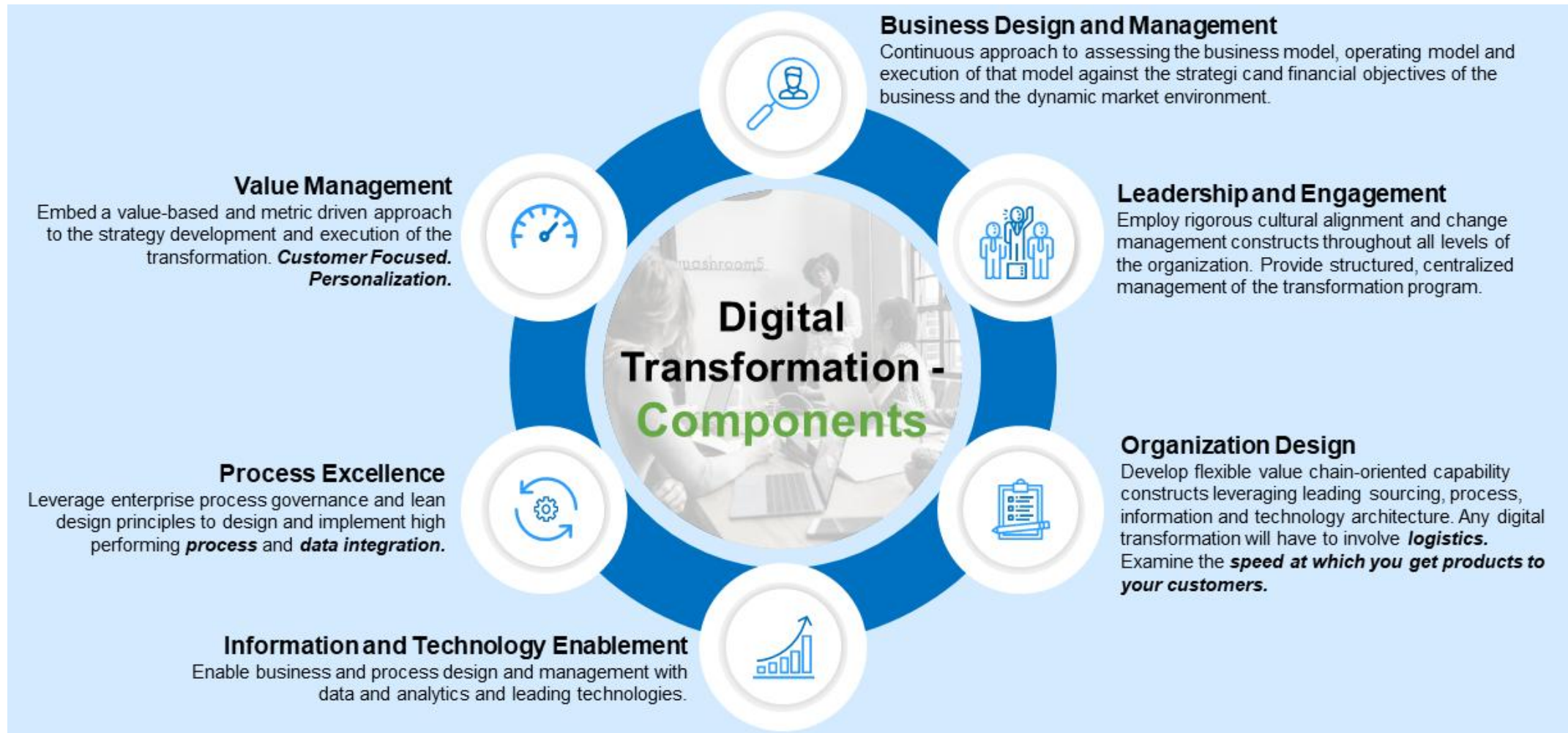
A successful digital transformation demands more than just updating technology or redesigning products. If an organization fails to align its digital transformation efforts with its internal values and behaviors it can have a knock-on effect on an organization's culture.

Negative repercussions range from slow adoption of digital technologies to loss of market competitiveness and inevitable failure of the initiative and lost productivity and revenue. On the other hand, a comprehensive and collaborative effort can help shift the culture to understand, embrace, and advance digital transformation.

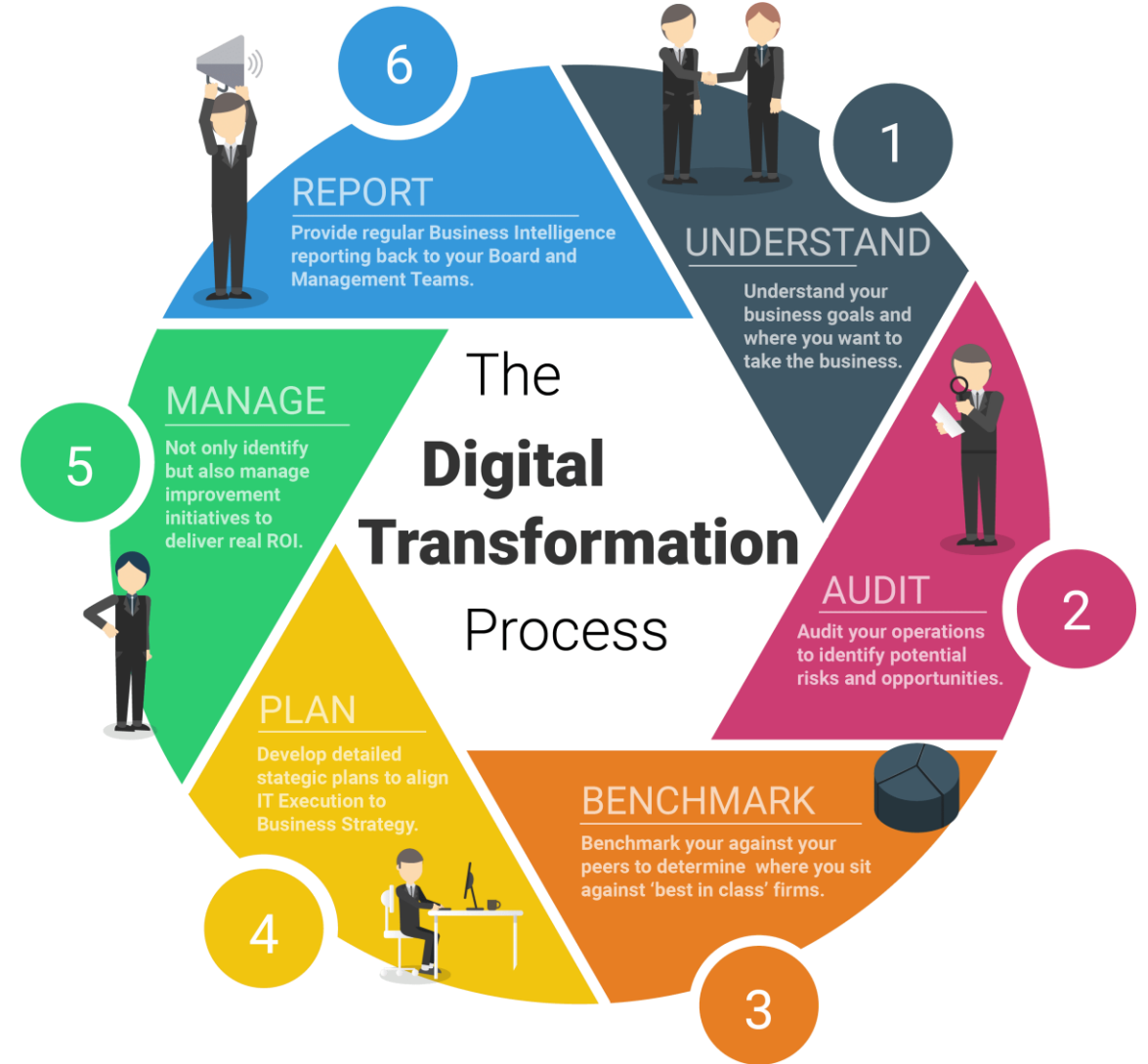
Digital transformation drivers



Digital transformation components



Digital transformation



Digital Transformation

บริหารจัดการการเปลี่ยนแปลงสู่องค์กรดิจิทัล





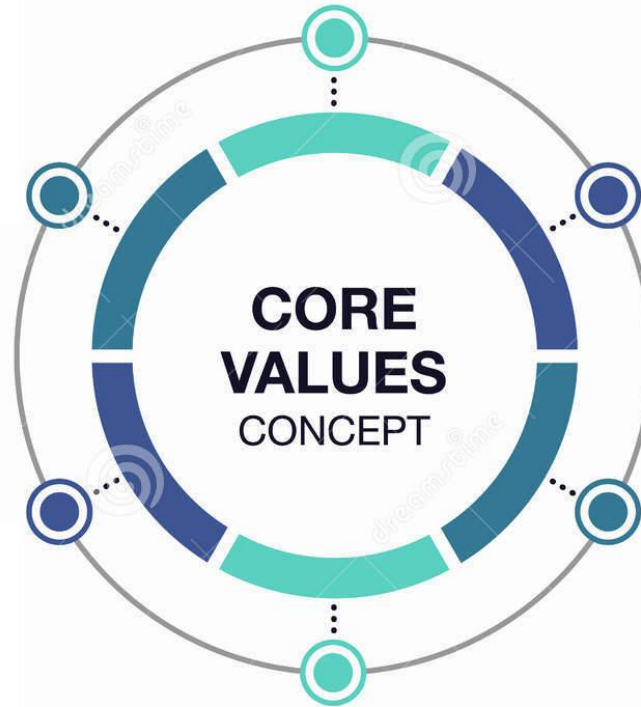
**CORE
VALUES**

Lesson 11

Organizational Values

Organizational Values

- Organizational values are a set of core beliefs held by an organization. They act as guiding principles that provide an organization with purpose and direction and set the tone for its interactions with its customers, employees and other stakeholders.
- Your organizational values should be authentic and unique to your company. They should state clearly how you expect the people who work for you to act and guide them in their decision-making.



- Almost every business leader has certain unwritten values and principles that they expect their employees to embody. But if you don't set these out in writing, your employees can't live by them — and your customers and investors won't be able to see what makes you different from your competition.

The purpose of organizational values

Ethically ambitious: Our ethical commitments are continuous and tangible. We strive to be a company that raises the bar and makes its people proud.

Trust: We trust by default. This means assuming best intentions and giving people space and freedom from day one, not asking them to earn it.

Human first: We consider the whole human, beyond any one goal or moment. Doing so helps us support each other, and our customers, more meaningfully.

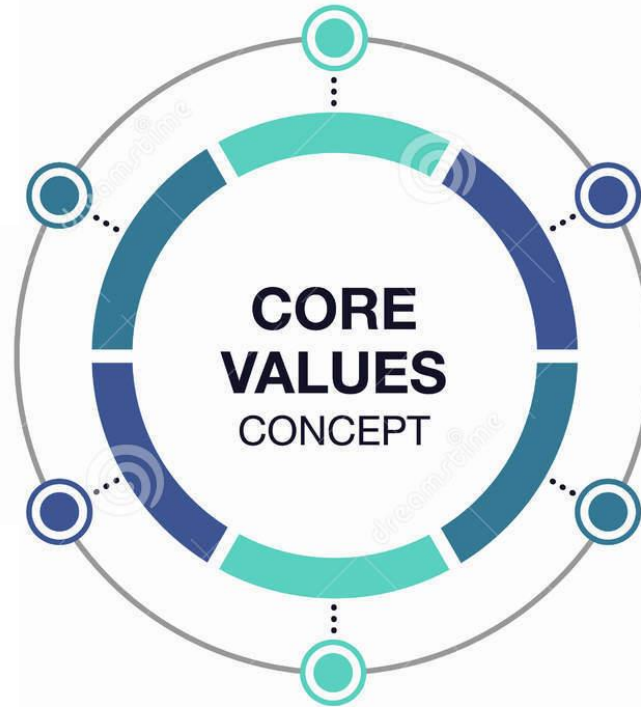
Selfishly diverse: Embracing diversity is a moral duty, but it's also smart. We want the full spectrum of talent in our team. Every perspective strengthens us.

Outwit and outgrit: To create serious change, we have to dig deeper and think smarter. Grit, resilience and creativity are the hallmarks of the underestimated.



Benefits of Organizational Values

- Sets you apart from your competitors: Organizational values are, by definition, unique to each organization. They show the public what makes you different and can even give you a competitive advantage.
- Guides employee decision-making: By clearly defining your organizational values, you can ensure every decision an employee makes is in line with the organization's goals and mission.
- Attracts like-minded talent: Your organizational values can help you to attract candidates who share the same values and fit the culture of your organization. Over time, this can help you to build a workforce of like-minded people who will work together towards the organization's goals.



- Attracts customers: Today's customers like to see that the brands they buy from have values that align with theirs. Publishing your values on your website shows potential customers what you stand for.
- Improves employee engagement: Your organisational values give your employees something to believe in and work towards. This makes them feel more connected to your organisation, improving engagement and motivation.
- Informs strategic direction: Just as your organisational values should guide any decisions your employees make, they also underpin the major strategic decisions you make about your organisation's future.

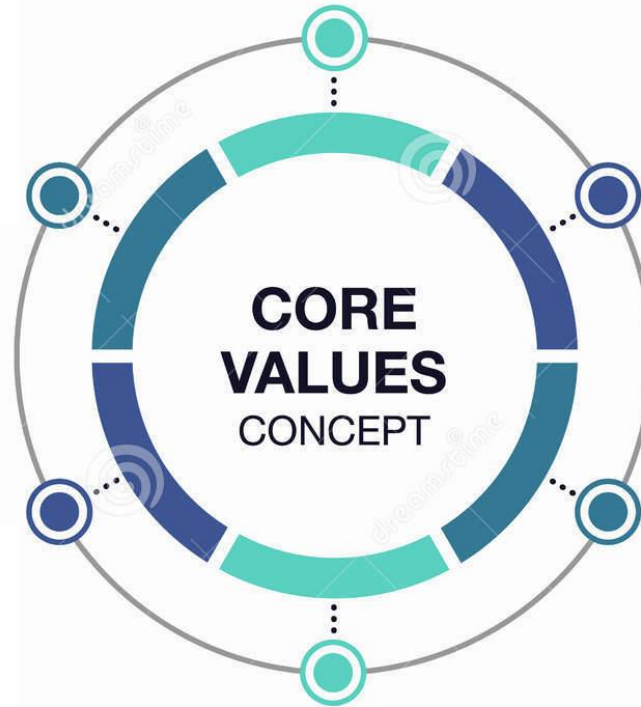
How To Develop Organizational Values

○ 1. Put a Team Together

To define your organizational values, you'll first need to gather a team including your CEO, founders, and a few key employees such as HR leaders or managers. It's important to select people who you feel really espouse your company culture and understand its mission. That way, you can be sure the values you come up with together will be the right ones.

○ 2. Brainstorm Your Values

Once you've assembled your team, it's time to get together to decide on the values you want to adopt. Many organizational values are beliefs that are strongly held by the company's leadership team, and which your best employees already embody.



○ 3. Distil Your Values Into a Short List

The next step is to take the results of your brainstorming sessions and condense them into a concise and easy-to-understand set of values. It's important not to make your organizational values too long, confusing or ambiguous. They should be easy for your employees to remember and embody in their work. Some companies even choose to create an acronym to help their employees remember their core values.

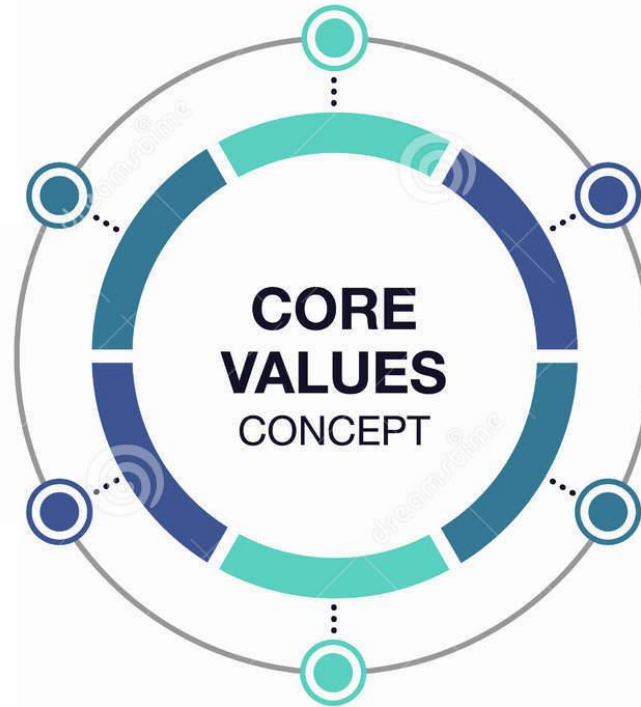
○ 4. Get Sign-Off From Leadership

Once you've finished your list, you'll need to present them to any relevant stakeholders so they can be officially signed off. Be prepared to explain the reasoning behind each value and tweak them according to feedback if necessary.

How to Communicate Organizational Values

Communicating your organizational values to your employees is much more than just printing them on a poster and displaying it in your staff break room.

Ultimately, your values should run through every aspect of your organization, including your hiring practices, your performance management processes and the criteria you use for promotions, rewards, and even redundancies.



- **Posters, displays and other printed materials:**

This gives employees regular reminders of your organizational values. Your printed materials will be more effective if they include examples of what each of your values looks like in practice.

- **Newsletters and internal blog posts:**

Your internal communications are a great place to reinforce your organization's values.

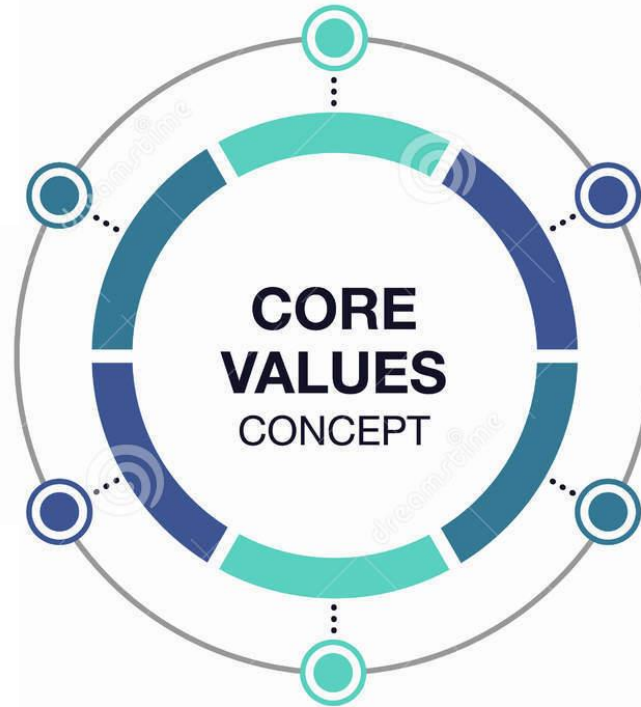
- **Weekly meetings:**

Try to put them in context by talking about your goals for the week or recent achievements as they relate to your organisational values.

Types of organizational values

➤ Core values:

These are fundamental, ingrained principles that guide all of a company's actions. They are ethical standards that can never be compromised, and following them is non-negotiable for employees. These form a key part of your organizational values statement.



➤ Aspirational values:

These are ideas that a company's workforce might not necessarily embody yet, but that the company's leadership would like to see. You can include these when putting together your organisational values, but it's best to proceed with caution: you can't expect an entire workforce to change overnight.

➤ Accidental values:

These are beliefs which have developed organically, perhaps because of the particular circumstances at play when a company was founded. They may or may not be values that you want the company to hold onto going forward.

Types of values for an organization

- Organizations typically hold a variety of values that work together to help them achieve their goals. Taking a broad approach, rather than focusing on just one type of value, helps businesses succeed and be good corporate citizens. Most companies focus on a few values that their employees and the public can remember. Choosing five values, for example, helps employees concentrate on upholding the values that matter most to their firm.
- Note that some organizations' values may also pertain to multiple categories. For example, accountability can be both a market value and financial value. That's because an accountable company means it is accountable to consumers and shareholders. The five most common types of organizational values are:



Corporate stewardship values

Corporate stewardship values show a commitment to the responsible use of resources. These values aim to make the world a better place by making decisions that show respect for the planet and its people. Examples of corporate stewardship values may include:

- **Respect**
- **Sustainability**
- **Integrity**
- **Ethics**
- **Good citizenship**



Upholding these values may lead companies to take the following actions:

- Paying all employees and contractors fair wages
- Ensuring all employees and contractors work in safe conditions
- Working with a designer to reduce carbon footprint in all offices
- Replacing single-use plastic straws in branches with biodegradable paper alternatives
- Introducing volunteer leave so employees can work regularly with nonprofit partners

Market values

Market values help businesses satisfy their customers' wants and needs. These values concern the way they sell and promote their products and services. Examples of market values may include:

- **Customer experience**
- **Inclusivity and representation**
- **Quality**
- **Honesty**
- **Accountability**

Upholding these values may lead companies to take the following actions:

- Meeting or exceeding customer expectations with every interaction
- Thoroughly testing all products
- Resolving customer complaints in a timely fashion
- Publishing company reports on the corporate website
- Using models of different sizes, ethnicities and gender identities in marketing materials



Financial values

Financial values concern the way businesses manage their money. These values help companies please stakeholders by boosting profits and making sure they stay economically viable. Some examples of financial values include:

- **Financial stability**
- **Results-oriented**
- **Constant improvement**
- **Organization**
- **Corporate giving**

Upholding these values may lead companies to take the following actions:

- Creating clear budgets so all departments understand what they can spend
- Conducting monthly financial reports to monitor cash flow and financial results
- Donating a portion of profits to local charities



Team values

Team values concern the way employees work and interact. Often people outside the business are unaware of these values, but they play a key part in defining a business's corporate culture. Some examples of team values include:

- **Learning**
- **Passion**
- **Fun**
- **Balance**
- **Collaboration**

Upholding these values may lead companies to take the following actions:

- Introducing regular social events for employees, such as weekly buffet lunches or end-of-month drinks
- Implementing training programs that can help employees consistently learn
- Assigning group projects where its employees get to work with others and learn from their skills
- Encouraging its employees to take all their annual leave
- Introducing flexible working conditions, such as allowing employees to work from home part-time or telecommuting full time



Artistic values

Artistic values are beliefs surrounding original thinking. Upholding these beliefs helps businesses differentiate themselves and move forward uniquely. Some examples of artistic values include:

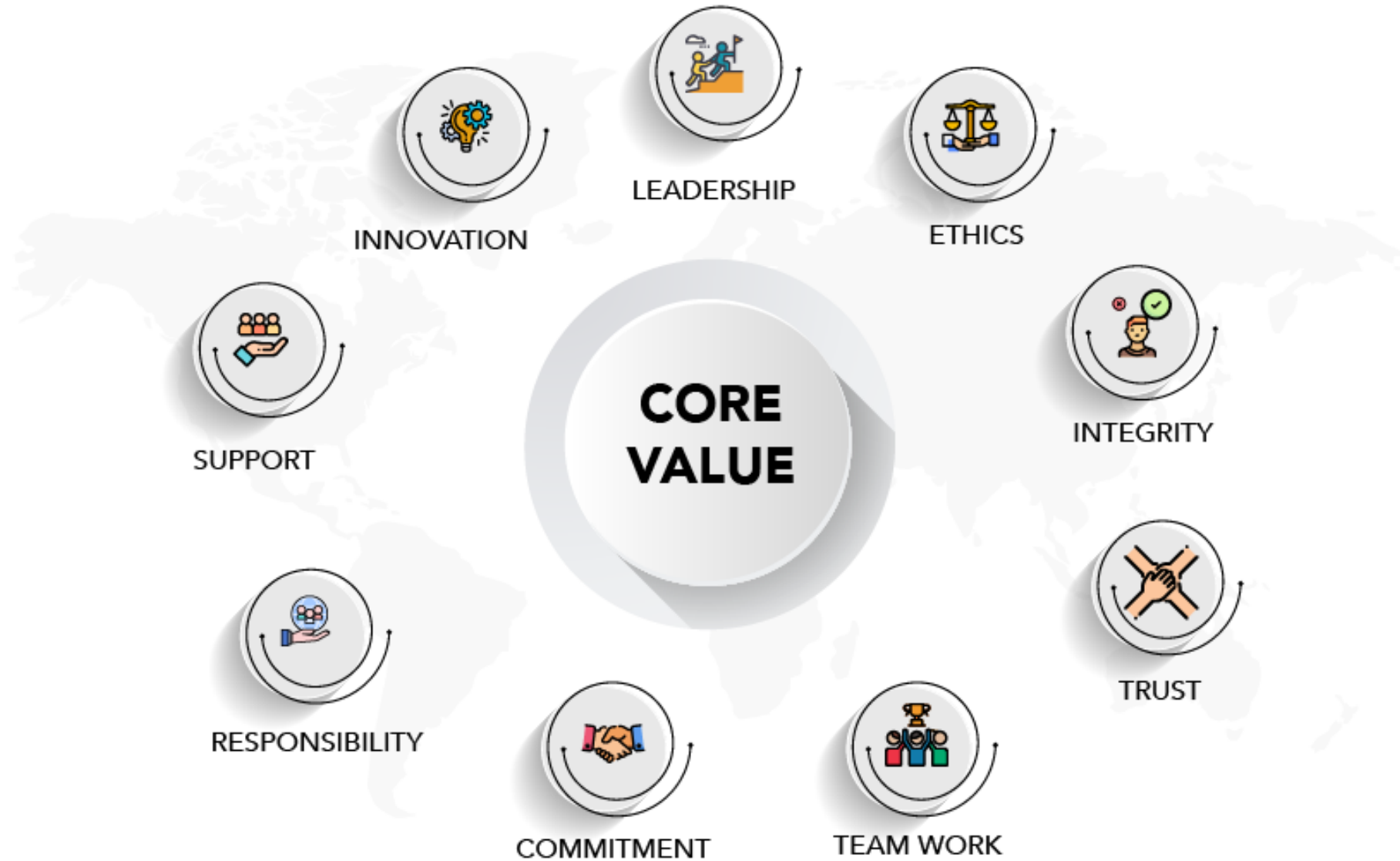
- **Creativity**
- **Innovation**
- **Boldness**
- **Expression**
- **Curiosity**

Upholding these values may lead companies to take the following actions:

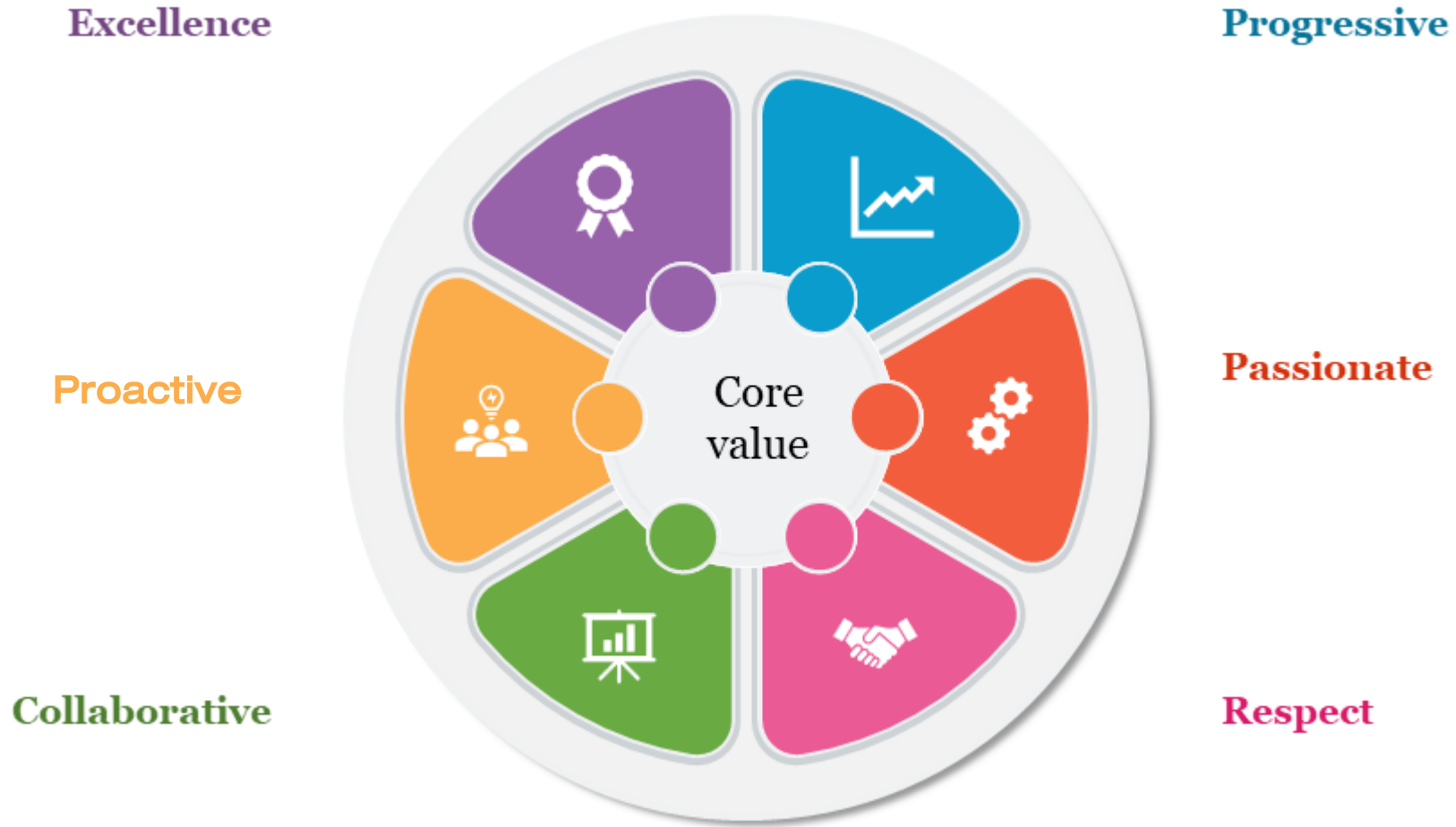
- Assigning group projects so that different employees can work together in finding creative solutions
- Empowering all of its employees to share their views at meetings
- Holding annual think tanks where its employees can work in teams on new projects that can bring value to the business
- Enrolling employees in seminars and conferences so that they can learn new perspectives and ways of doing things
- Encouraging employees to accept and learn from failure, so they feel more comfortable taking risks that could lead to innovation

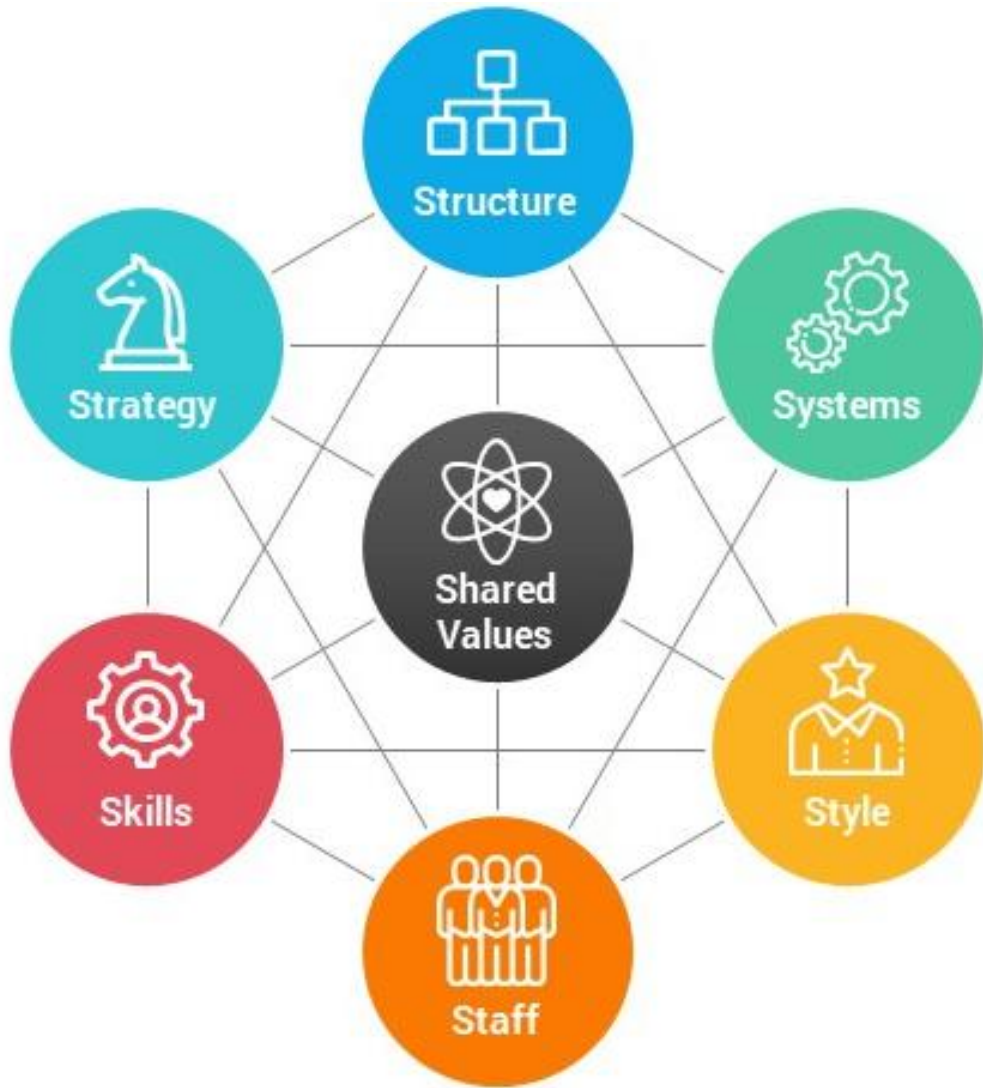


For example of Value



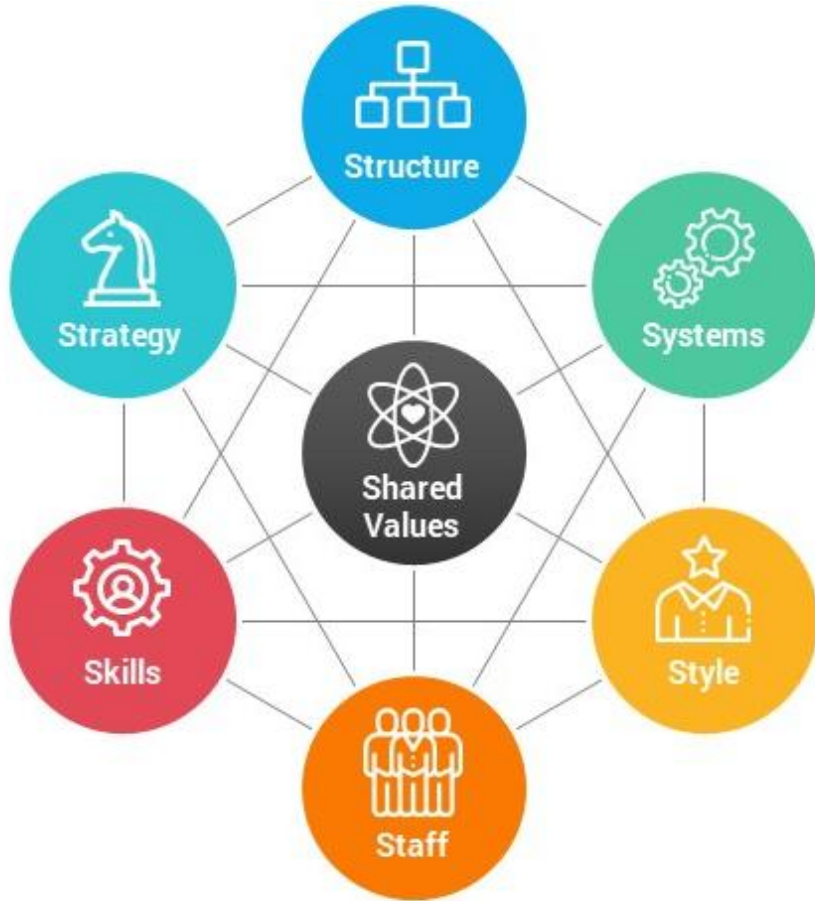
For example of Value





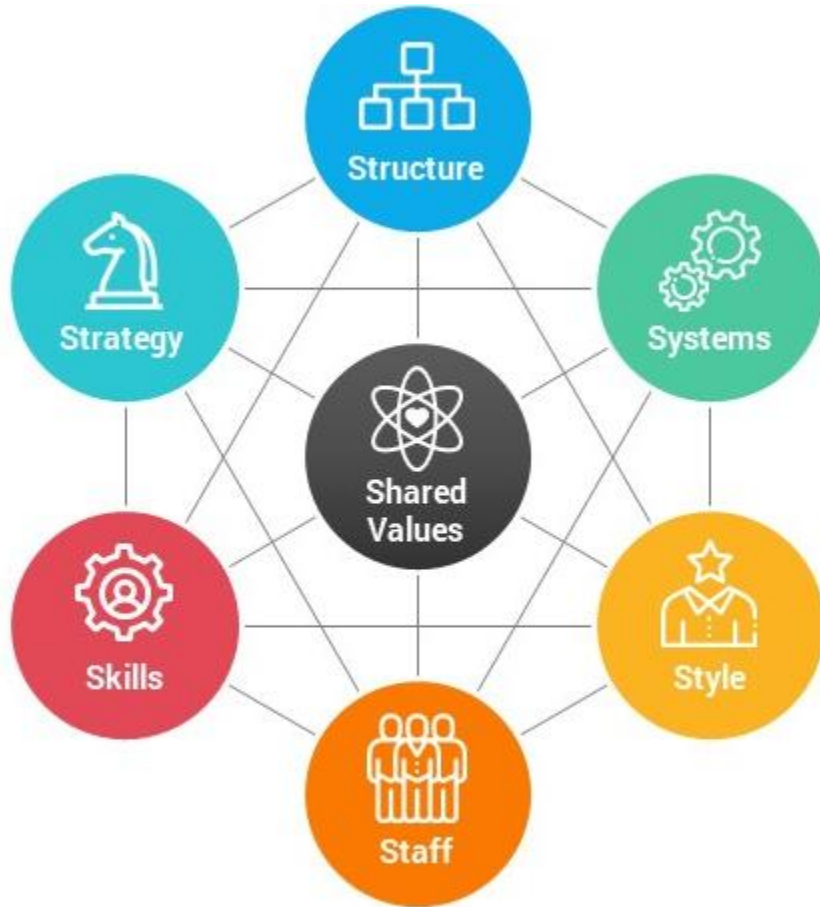
McKinsey 7S Model

McKinsey 7S Model



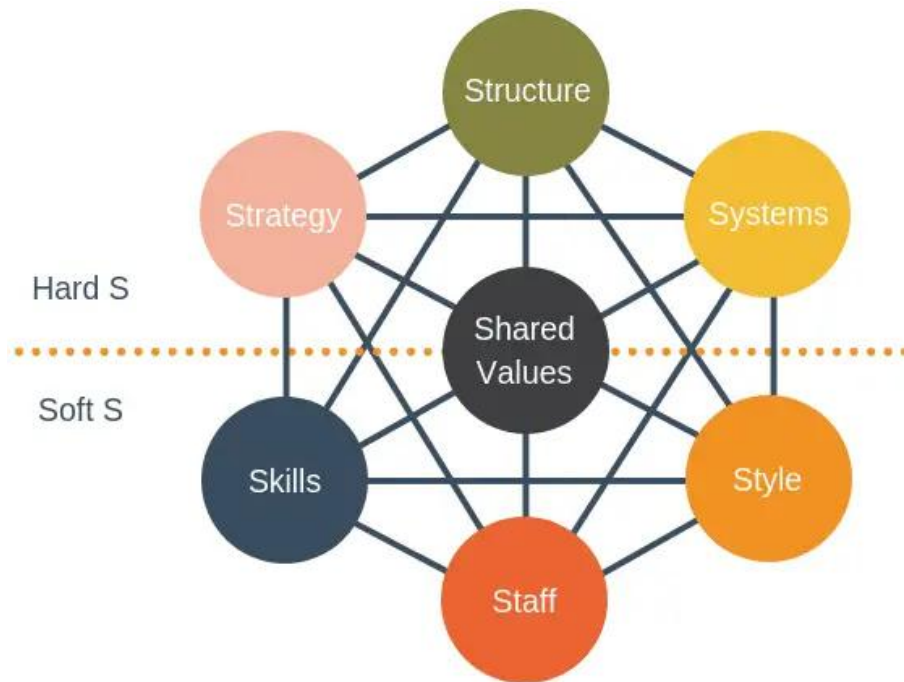
- The above diagram illustrates the McKinsey 7s Model in summary. In a nutshell, this conceptual framework delves into the very core of any up and running business. Factors under consideration are the organization's structure, the skill sets of employees, shared values, or organization culture. Once reinforced, these elements work harmoniously in helping a company realize its goals, which is precisely what the model was created for.
- The model is a brainchild of two individuals who were at one point employees of the McKinsey Consulting firm. Thomas Peters and Robert Waterman developed this model to help organizations gain much-needed insight into any dormant potential. Thus, the 7 elements highlighted above need to either be altered, better aligned, or reinforced to make headway in an organization's goals. These hard or soft elements cover the hardware and software of any form of the organization if you will.

7 Elements of the McKinsey 7s Framework



- These factors cover what the organization stands for in terms of culture and how it's structured.
- Hard elements are essentially tangible bits of the company, including crucial documents such as organizational and strategic plans.

McKinsey 7S Model : Hard Elements



○ Strategy

Where is the company heading? What is the purpose of the opening shop every day? In practice, these strategic plans should guide the company as it seeks to leverage itself relevant to market competitors.

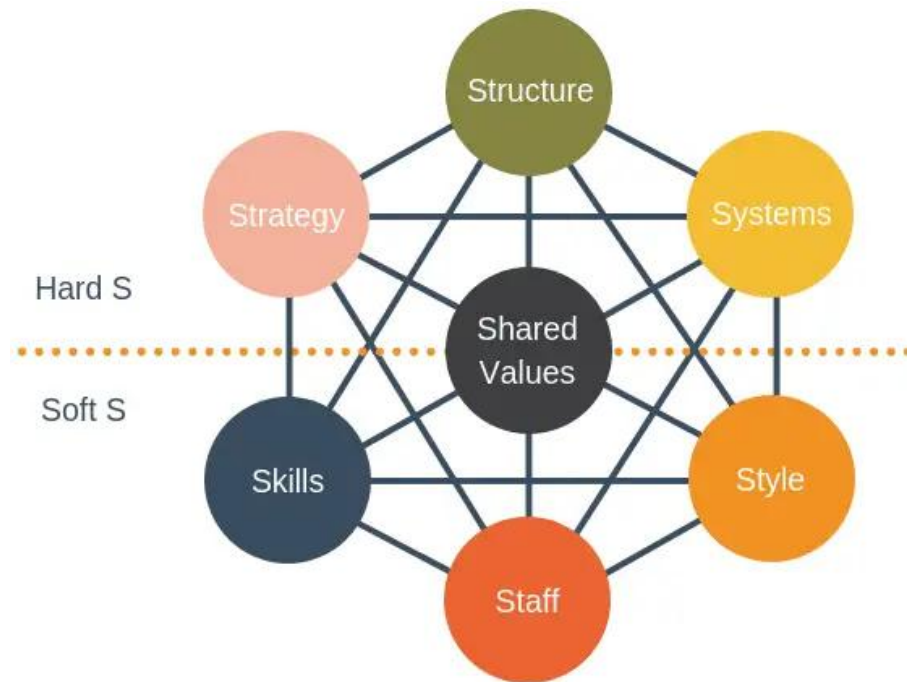
○ Structure

Simply put, who's who in the company? The organization structure is examined, dealing with job descriptions, delegations, and who supervises, or is governed, by whom.

○ Systems

The internal processes and the collective manner in which people perform their duties within the organization. The processes have to be related to how tasks are carried out.

McKinsey 7S Model : Soft Elements



○ Shared Values

These values are crucial for the harmonious execution of work-related tasks. They include personal and group-oriented beliefs and work ethics, aiding employees to work in unison and perform optimally.

○ Style

Closely related to organizational culture, it refers to the methods used by managers, and select employees, to perform business operations.

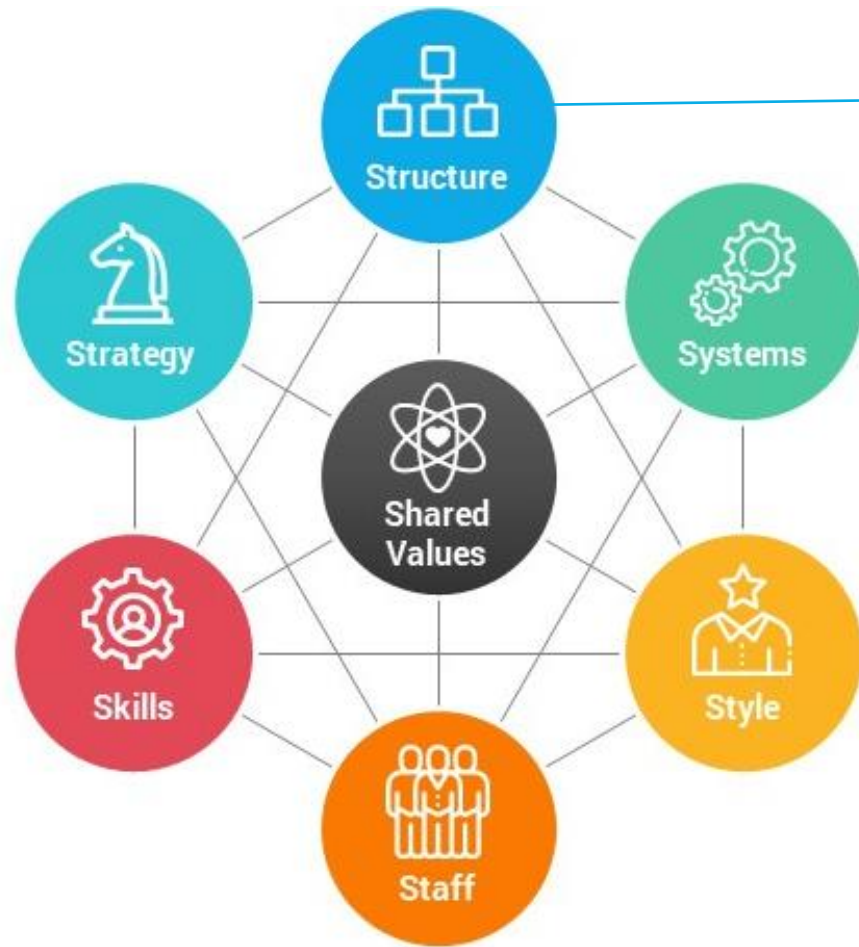
○ Staff

The talent pool a company has managed to assemble. This covers all employees from the ground up, including receptionists, drivers, and of course, supervisors.

○ Skills

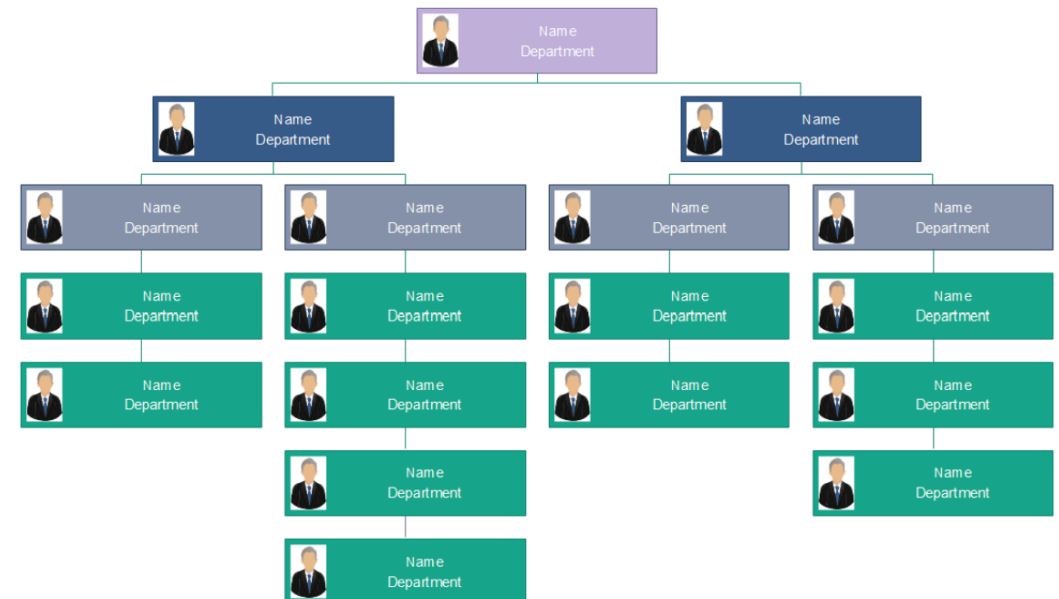
What are the skills sets evident in the company? It encompasses the unique or distinguishing competencies of the organization's workforce.

Applying McKinsey 7s

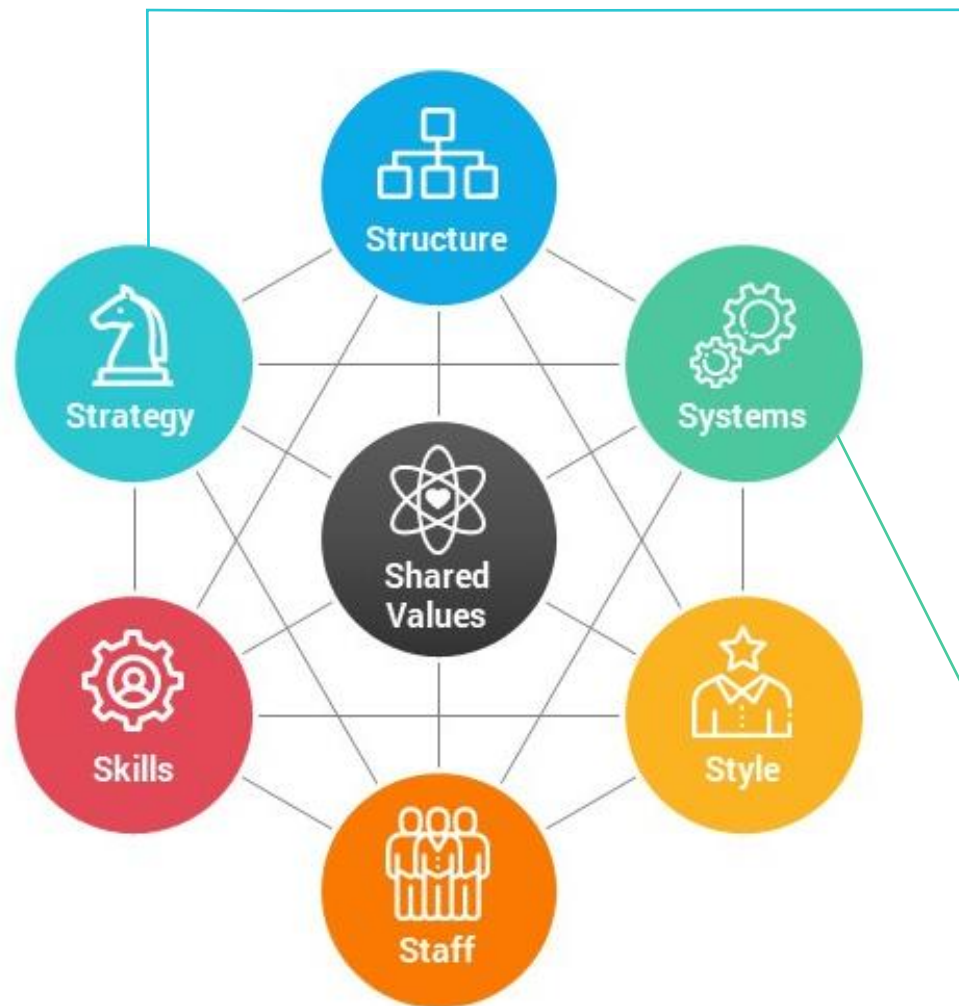


➤ Structure

Who oversee who? How does information flow within the company and how do employees fit into the company's strategic plan?



McKinsey 7S Model



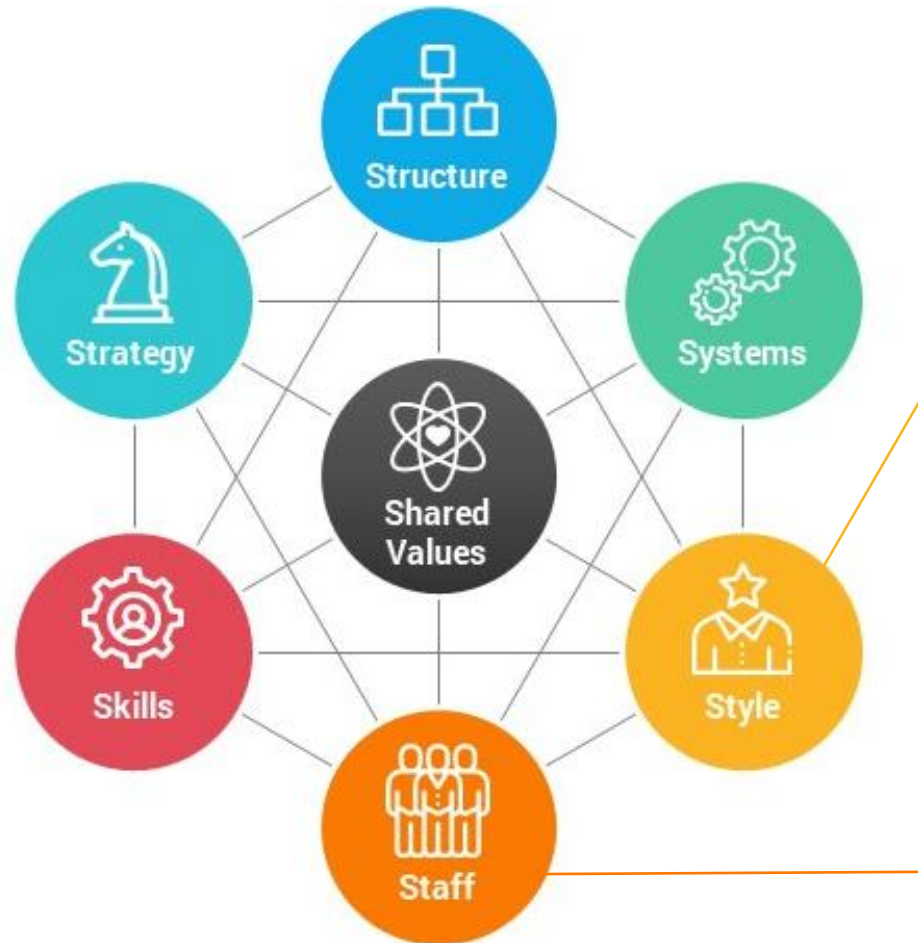
➤ Strategy

What does your strategy entail, and how will resources be applied to achieve the said goals? How dynamic is the company in relation to changes in the market, and what distinguishes your organization from others?

➤ System

How does your financial system facilitate mergers and/or payroll? What about internal controls, headhunting procedures, and key performance indicators?

McKinsey 7S Model



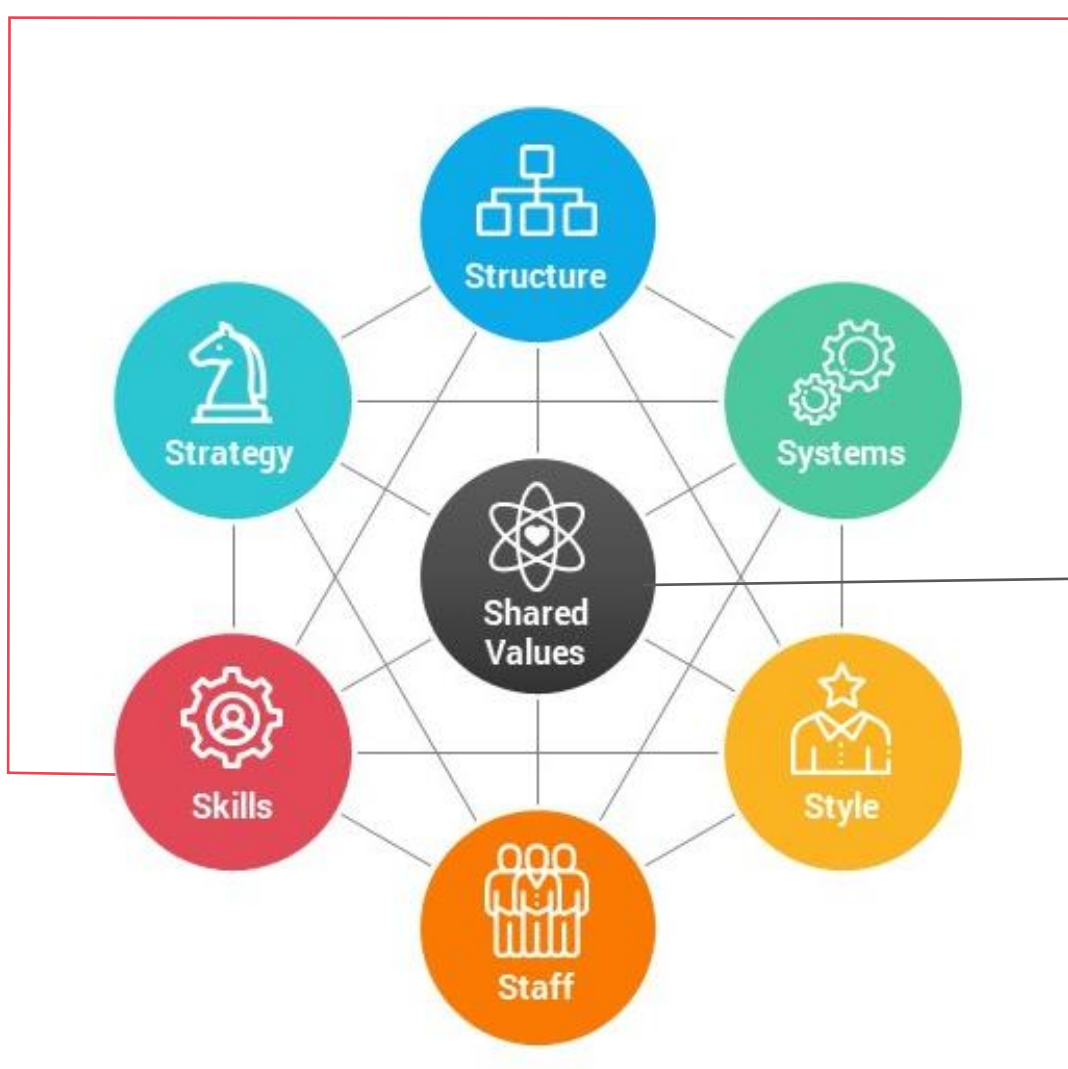
➤ Style

Is there a recognized leadership style? Are employees in tandem, or are there never-ending conflicts and discord? Do people work well in groups, or are there solos?

➤ Staff

Maybe the skill sets recruited make a decent talent pool, but does the organization have a large enough workforce to accomplish targets?

McKinsey 7S Model



➤ Skill

Is your staff fully equipped to help the organization achieve its objectives? Which competencies need a boost? Also, is there effective monitoring and improvement of these skill sets?

➤ Shared Value

Are there overarching beliefs and work ethics that govern the performance of employees? How are they pan out daily?

What is Meta-Skill?



Meta Skills

- Meta skills are intended to cultivate a growth mindset that enables individuals to prepare themselves for lifelong learning to develop new competencies in an ever-changing work environment.
- There are many kinds of meta skills, including the ability to take different perspectives within various scenarios, identify pain points, and engage in impactful storytelling.

According to research commissioned by the government agency Skills Development Scotland, a meta skill is a “higher-order” skill that enables you to better learn other skills and improve your existing ones.

Essentially, meta skills are the foundation for developing, cultivating, and executing other skills.

For example, although the ability to communicate in Spanish can be considered a specific skill, knowing how to develop the skills to learn any language is considered a meta skill.



Meta skills vs. Soft skills

Many meta skills appear similar to soft skills. However, whereas soft skills tend to be interpersonal skills that you can adapt within different environments and around different people, meta skills are permanent.

Meta skills foster an ongoing enthusiasm for and commitment to lifelong learning and serve as the basis for knowing how to learn new skills.

Meta skills are essential for helping you thrive in your career. Refining your skill set amplifies your employment and career development opportunities and helps you stand out from a crowd of worthy applicants.

Although the number of open roles requiring stronger cognitive skills has been steadily increasing, 80% of chief executive officers believe that their biggest business challenge is acquiring new employee skills.



Examples of metacognitive skills for career success

The concept of meta and metacognitive skills is relatively new. However, several skills fall under the meta skill umbrella. Below, we go through 10 of the most important meta skills that can help you bolster your future career plans.

10 examples of metacognitive skills for career success



Finding and maintaining purpose



Connecting the dots



Identifying pain points



Giving and receiving feedback



Continuously "interviewing" others

○ Finding and maintaining purpose

It's important to develop the ability to find and maintain purpose at work and in your role, especially if you have leadership ambitions.

○ Connecting the dots

The ability to draw logical connections between both facts and disparate pieces of information and arrive at a solution, as well as assess how smaller actions may impact outcomes, are a key metacognitive skill for today's workforce.

○ Identifying pain points

Individuals with this meta skill can uncover pain points by asking the right people the right questions, acknowledging that there is no one-size-fits-all solution, and using solid communication skills like active listening to draw out the necessary information.

Examples of metacognitive skills for career success

10 examples of metacognitive skills for career success



Finding and maintaining purpose



Connecting the dots



Identifying pain points



Giving and receiving feedback



Continuously "interviewing" others

○ Giving and receiving feedback

Individuals who are competent in giving and receiving feedback can separate their personal feelings from feedback, translate feedback into actionable advice, and view the feedback process as an opportunity to realign goals, objectives, and measurable actions.

○ Continuously "interviewing" others

Effective and active listening, empathy, and open-mindedness are key characteristics of people with this skill and enable them to listen to and understand customers, clients, and colleagues. Essentially, the ability to interview depends on a range of situational judgment skills, including thinking strategically, bringing innovative solutions to the table, influencing others, employing emotional intelligence, and negotiating effectively in business contexts.

Examples of metacognitive skills for career success

10 examples of metacognitive skills for career success (cont.)



Effective storytelling



Authenticity



Taking different perspectives



Prioritizing effectively



Adaptability

○ **Effective storytelling**

Great storytellers can change the way people think and act. If you have effective storytelling abilities, you can capture your audience's attention, keep them rapt, and prompt them to make decisions based on the story you've told.

○ **Authenticity**

Learning how to always be true to yourself, your values, and your goals regardless of external pressures not only helps others understand you better but also has far-reaching benefits for your future career prospects.

○ **Taking different perspectives**

Perspective-taking is the cognitive act of seeing a situation from another's vantage point. It enables you to pay attention to others' interests and priorities as well as your own, which facilitates problem-solving processes, reduces misunderstandings, and improves outcomes.

Examples of metacognitive skills for career success

10 examples of metacognitive skills for career success (cont.)



Effective storytelling



Authenticity



Taking different perspectives



Prioritizing effectively



Adaptability

○ **Prioritizing effectively**

Developing the ability to prioritize effectively is an invaluable meta ability. With effective prioritization, you can drive value with every task you take on (even the most mundane ones) and arrange tasks in a hierarchical sequence that enables you to accomplish long-term goals and results efficiently.

○ **Adaptability**

Adaptability is an evergreen meta skill that enables individuals to handle unexpected situations with minimal guidance. It refers to the ability to quickly adjust to new conditions and remain productive during periods of change or upheaval.

1

Hard Skill and Knowledge

HARD SKILL	AI+Data
	Analytic Skill
	TECH+Innovation
	Research&Development
	General Career
	Potential Career

2

Human/ Soft Skill

SOFT SKILL	Management Skill
	Complex Problem Solving
	Collaboration Skill
	Creativity+Ideation
	Experience Design

3

Meta skill

META SKILL	Adaptive Skill
	Global Skill
	Learning Skill

GROWTH MINDSET



GROWTH MINDSET

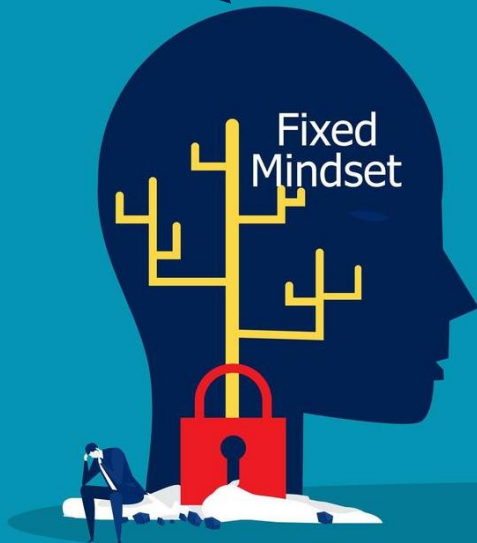
Growth mindset describes a way of viewing challenges and setbacks. People who have a growth mindset believe that even if they struggle with certain skills, their abilities aren't set in stone. They think that with work, their skills can improve over time.

People with the opposite belief — that abilities are what they are and won't change — have a fixed mindset. They think their skills won't improve no matter how hard they try.



Fixed Mindset

A fixed mindset is rooted in the belief that your basic talents are innate. You're born with a certain amount of them, and that's that. People with a fixed mindset don't try many new things out of fear of being criticized. Or merely because they don't want to look dumb. Very little effort is observed when modifying their current skill set.



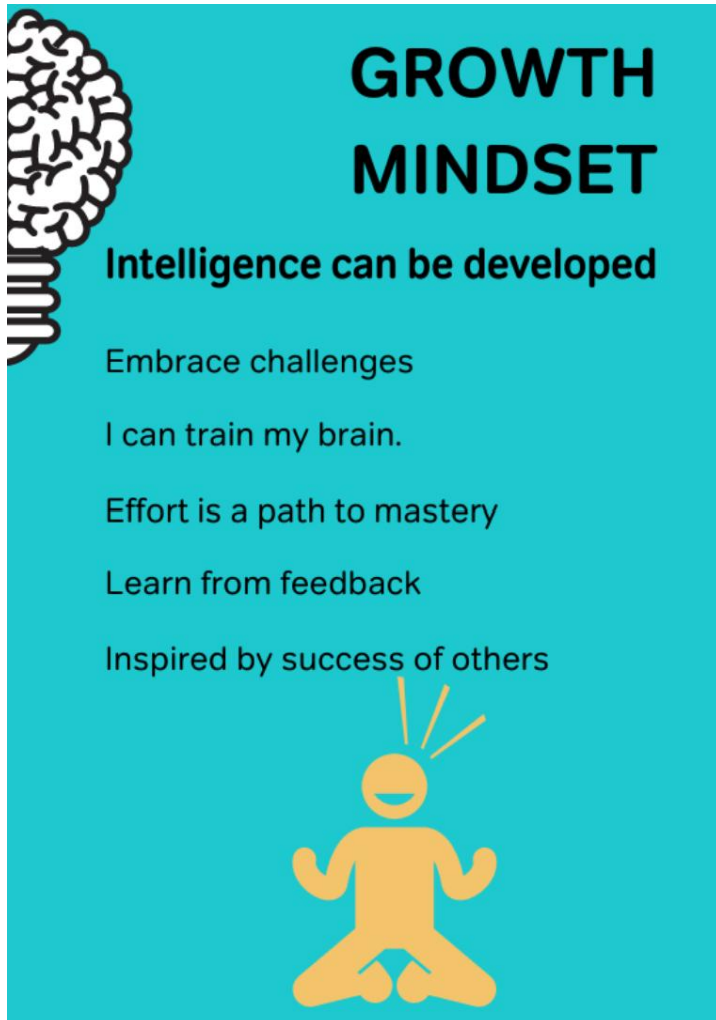
Growth Mindset

A person with a growth mindset will always be open to criticism. People with a growth mindset believe that their intelligence and learning grow with time. They realize that their effort has a direct impact on their success.

A growth mindset emphasizes that the essential qualities of a person are a starting point. These qualities can be further polished through effort and hard work.



Growth mindset is freedom



GROWTH MINDSET

Intelligence can be developed

Embrace challenges

I can train my brain.

Effort is a path to mastery

Learn from feedback

Inspired by success of others

- Talents, abilities and intelligence can be developed through effort and practice
- Engage deeply and process the error with a desire to correct the error
- Embrace challenges
- Persevere in the face of failures and setbacks
- Find inspiration in others success
- Accept criticism as a way to learn
- Embrace novelty with a desire to master new skills
- Look for people who challenge them to grow
- Focus on the process and learning without worrying about the outcome
- Leads to collaboration and innovation

Fixed mindset is limiting

FIXED MINDSET

Intelligence is static

Avoid challenges

It's too hard

Expect reward without effort

Ignore feedback

Threatened by success of others



- Talents, abilities and intelligence is fixed, it's who we are
- Run from error, do not engage with it with a desire to look smart
- Avoid challenges
- Give up easily
- Feel threatened by the success of others
- Ignore negative feedback even though it may be highly relevant and useful
- Avoid new experiences with fear of failure
- Look for people who can reinforce their self esteem
- Focus on the outcome since they consider results as their identity
- Can lead to cheating and deception

5 effective strategies to shift fixed mindset to a growth mindset

01

Tell yourself a different story

02

Set learning goals

03

Capitalise on your failures

04

Choose Goldilocks's tasks

05

Be consistent and flexible



Lesson 11

ORGANIZATIONAL POLITICS

Organization Politics

- Organizational politics can be defined as the set of informal rules governing social behavior at work – how individuals compete for power and influence within an organization – as well as a set of formal groups regulating those behaviors.
- What are the Main Types of Organizational Politics and How Does the "Game" Usually play Out?
- There are three main types of organizational politics: informal, formal, and coercive.

- Informal organizational politicking is when employees try to get their way by forming alliances, usually through socializing or doing favors for others. Formal organizational politicking is when there is a set of rules and they are followed to achieve a goal. Coercive organizational politics occur when one group of people who have more power than another group tries to force the less powerful group into doing something.
- Organizational politics can be seen everywhere – in organizations with hierarchical structures, where we all belong to some sort of organization, we will experience politics in one form or another.



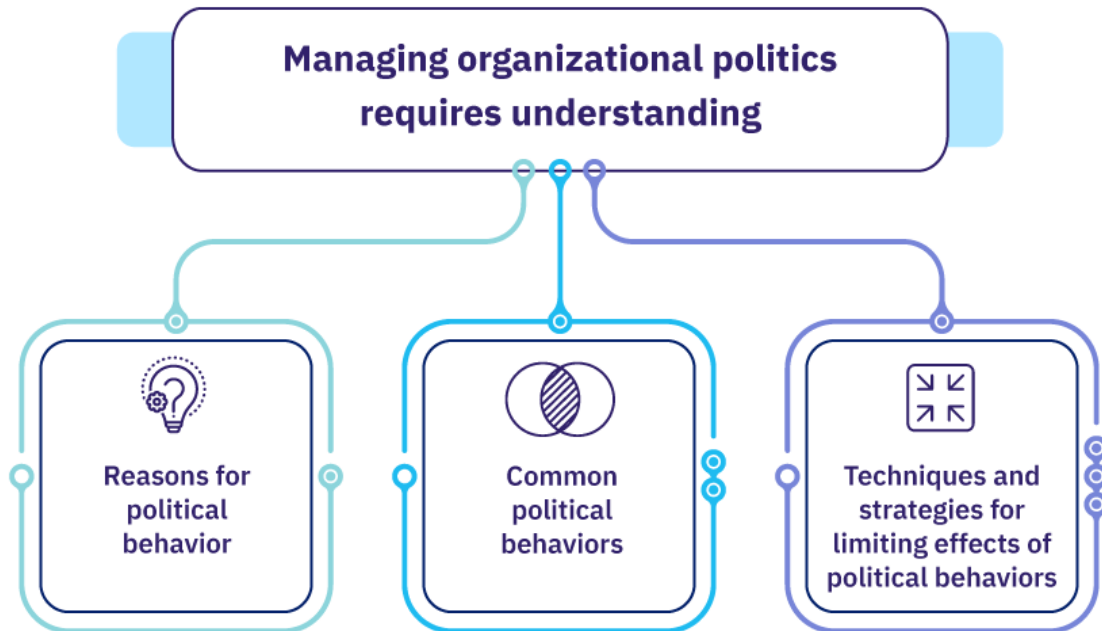
Organization Politics

- Organizational politics is in most cases is projected as a bad thing, but it is not always true. Working in an organization is not easy as it needs the skill to handle the shifting power base and conflicting agendas with aplomb. Organizational politics is not only about winning and reigning supreme at all costs but also about maintaining and managing relationships to achieve desired results.



- Organizational politics is referred to the self-interest and agenda of an individual in an organization without any concern about its impact on the objective of the company to achieve its goals. It is a process that is related to the self-serving human behavior and his interactions involving authority and power.
- Organizational politics is a behind-the-scene process to gain and showcase the perceived power. It refers to the influencing tactics and the activities that are undertaken to retain personal control in the workplace. In most cases, it is seen that employees use organizational politics as a tool to misuse their power, gain extreme popularity and tarnish the image of someone else in their company. An essential fact about work politics is that it generally leads to negativity and loss of productivity in the workplace.

Reasons for Organization Politics



○ Do not want to work hard

These people always look-out for an easy short-cut so that they can come in the limelight without much effort. Organizational politics is a tool for them to create a negative image of the people they think are boulders in their pathway.

○ Cannot adjust to change

Change is a part of an organization, and employees must always be ready to accept the fact and work towards it. Some employees are unable to acknowledge the changes, and it proves unsettling for them.

○ Personal relationships

The personal relationship has no place in the professional world environment, and people must keep personal and professional relations separate. It is often seen that supporting someone you have a good relationship will drag you down the wrong path and at the end of the day it becomes a reason for organizational politics

Reasons for Organization Politics

○ Lack of clarity

Lack of clarity leads to accusations and encourages rumour mills to work in full force. The assumptions and perceptions have no basis on facts but often leads to organizational politics.

○ Manipulations

If someone wants to mislead his superior then he will try to manipulate the information and pass the wrong one with the help of organizational politics

○ Jealousy

Jealousy is bound to creep up between co-workers if someone is smarter than others and especially if his efforts are appreciated by the top brass. This leads to organizational politics as the rest of the individuals will try to tarnish his image in the company

○ Lack of trust

An essential reason for corporate politics is the lack of trust between colleagues. Employees do not want their colleagues to get more attention and acknowledgement for work, and this becomes an essential reason for playing office politics and finding ways to destroy their image and reputation in the company

○ Blame game

It is necessary to speak relevance without finding fault with others, but it does not always happen this way.

○ Gossips

One of the reasons for office politics is the habit of employees in taking part in unnecessary chatter about co-workers, peers and other people in the organization

Reasons for Organization Politics

○ Struggle for power

The struggle for power in a company often becomes one of the primary reasons for organizational politics. As one moves up the ladder the opportunities for quick growth becomes less. Individuals struggle to prove themselves and reach the top.

○ Promotions are less plentiful

When several employees are vying for a promotion, but there are only a few seats left, then it causes organizational politics. Ambitious employees tend to become aggressive and in their zeal to reach the coveted position they start spreading suspicion and rumours about others.

○ Reward system

Most business houses have several reward systems in place to encourage employees to give their best. Sometimes this concept backfires as everyone wants to attain the so-called reward. This gives rise to unhealthy competition and employees start sabotaging the work of their colleagues in their zeal to become better than others.

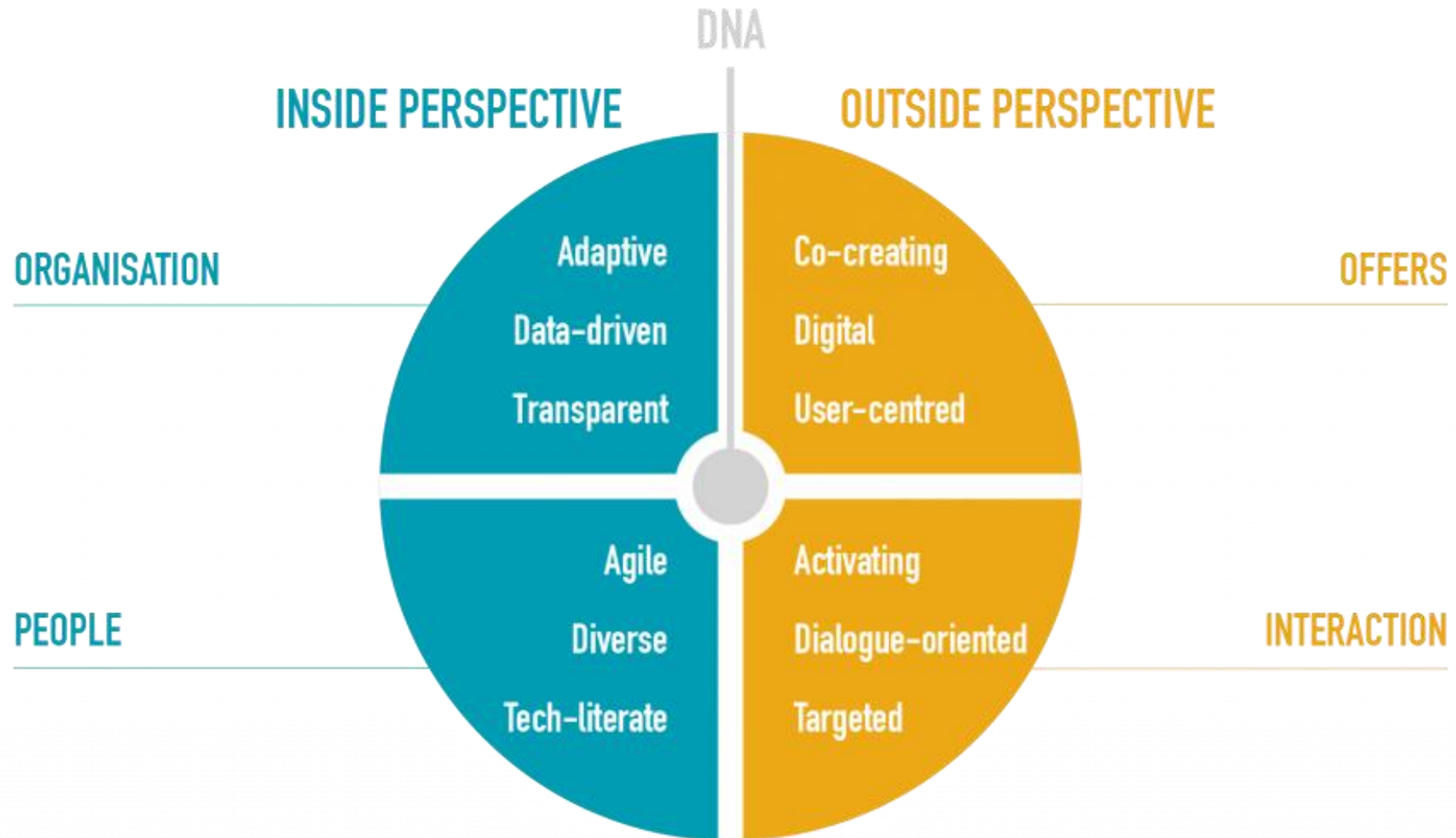
○ Changes in upper levels

When there is a new appointment at higher levels, then individuals get busy to score brownie points. After a certain period, it is not only about positioning themselves as best but demeaning, bad-mouthing, questioning abilities and tarnishing the reputation of colleagues. Getting ahead of others by hook or crook leads to organizational politics at its worst.

Type of Organization Politics



THE FUTURE POLITICAL ORGANISATION



Effects of organizational politics

○ The decrease in the level of productivity

It is a proven fact that people who are engrossed in politics pay less attention to work and more on gossip, rumours, incessant talks and underhand activities. Their time is utilised not on office work but criticising, back-biting and leg-pulling of co-workers. Individuals become so engrossed in politics at the workplace that office work and projects start taking a back seat in terms of importance and personal preference.



○ Negative work environment

Organizational politics spoil the relationship between employees in the workplace. People who indulge in this habit are generally disliked by others. It is a fact that organizational politics tend to make the office environment harmful and this has a direct impact on the efficiency levels of the employees.

○ Low levels of concentration

An employee engrossed in workplace politics finds difficulty in concentrating on his work. He is more interested in dragging others down and spoiling their image than his work, tasks and projects.

○ Wrongful information

An essential effect of corporate politics is that wrong information is passed from one person to another because manipulation is at its best at such times.

Effects of organizational politics

○ Has an impact on the attitude

The most critical effect of organizational politics is seen on the employees as their attitude is impacted to a great deal because of negative emotion. They lose interest in their work proceedings and attend office just for the sake of it. The employees believe that his hard work is not being recognized because of workplace politics and this factor changes their attitude towards work.



○ De-motivates the employees

It is a fact that organizational politics will ultimately de-motivate employees. Every day they come across things that are intolerable to them, for instance, seeing a non-performing employee getting the best employee award just because he is close to the senior manager and him getting the acknowledgement for the work that was done by someone else.

○ Increased stress

Employees in the workplace are fearful of discussing related problems with co-workers as they are afraid that the information might be leaked. The failure to trust each other is a severe drawback as you do not have someone with whom you can share your deepest secrets and feel safe doing so.

Ways to reduce organizational politics

The ways to overcome organizational politics are

- Tasks should be delegated on the basis of efficiency and work experience so that the employees are able to find job satisfaction. This will automatically reduce any reason to indulge in politics
- Organizations should emphasize transparency at all costs
- Promote teamwork to strengthen the bond so that people hesitate to indulge in office politics
- Effective communication will reduce the chances of office politics
- Encourage a positive frame of mind in the workplace as people will then hesitate to spread lies and bitch about others



Managing organizational politics

The most crucial tip for managing organizational politics is to find the right balance. The strategies that one can use in this endeavor are as follows-

○ Maintain your core values

Recognize and accept your core values so that it becomes easy to stick to them despite differences. Knowing what is essential in life is necessary from a values perspective as it provides a sense of purpose. This helps in dealing with organizational politics in a positive manner

○ Understand the organization's politics

It is a fact that politics is an integral part of work culture. There is a very well saying that if you cannot ignore it then at least understand it so that you can play the game fairly and come out the winner.

○ Recognize the source of power

The first thing one should do is recognize the actual origins of both informal and formal power. Who is that one person or a few people who yield the stick and are known as game-changers? It is also imperative to be aware of the people who play the game from behind-the-scene and have the ability and resources to influence people at high positions.



Managing organizational politics

○ Develop your people skills

Look beyond your comfort zone and immediate team members and cross to the other side to make connections with executives, managers, and colleagues from other departments. Know and make high-quality connections so that you can align with various types of people. Developing people skills mean never breaking the trust or confidentiality of other people.

○ Listen attentively

Listening attentively is an essential trait if you are looking for ways to manage organizational politics. It is like investing critical time so that one can slow down and focus on crucial things.

○ Priorities of the organization

Make sure that you are aware of the preferences of the organization as it will prove a blessing in making decisions. When you know what is essential and what is not then you can ignore things that do not matter and pay attention to those which do



Managing organizational politics

○ Unwritten rules

There are understood norms of behavior in a workplace that one should adhere to. The best way to manage organizational politics is by discovering and following the unwritten rules at all costs; otherwise, it can lead to severe repercussions.

○ Rewards and repercussions

Some actions are appreciated and will be rewarded, whereas others can result in consequences. Better know them from the beginning if you want to become adept at managing organizational politics. If you are not aware of these things then the chances of being a victim to a co-workers manipulation are high.

○ Be proactive

Being proactive means building a network of people around you that will support you no matter what. It includes having leverage in a system that plays dirty to win. A good network leads to significant alliances that provide ample clues about the opportunities as well as pitfalls that come in your way.



Managing organizational politics

○ Be protective

Being protective does not mean that you have to go and protect someone else; it implies being aware of your surroundings and protecting yourself from people who can backstab you at any time. It means not being naive and having blind faith and simply being on your toes.

○ Be prepared

An individual has to be prepared to face challenges if he is looking for ways to manage organizational politics. Never turn a blind eye to the happenings around you and assume everything is fine when it is not. In case you have not formed alliances be ready for the worst as this will keep you on your toes.



Ethical political tactics



Tactics aimed directly at gaining power

Bringing in

Develop power contact

Control vital information

Informed

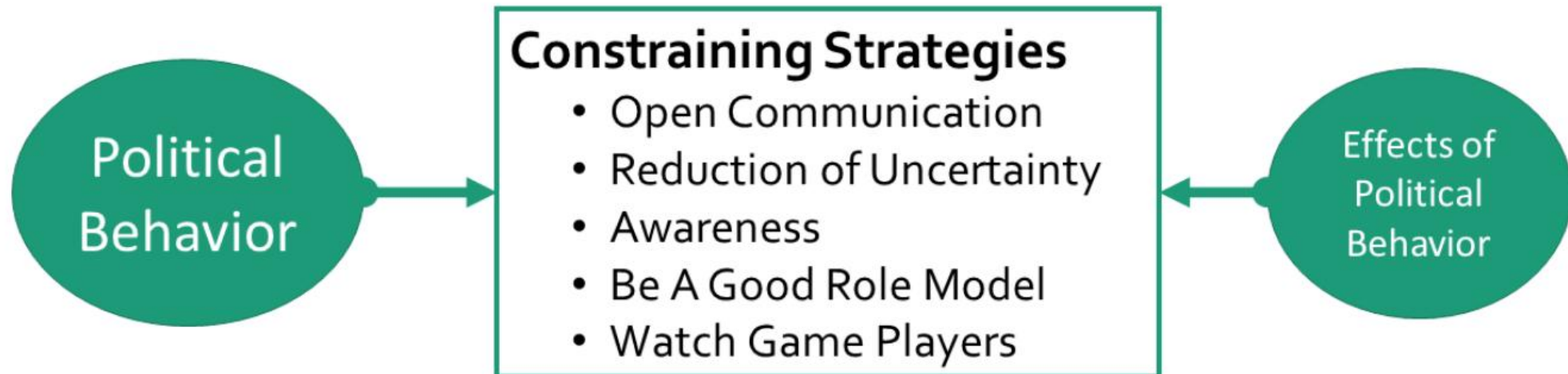
Making a quick showing

Control lines of communication



Limiting Effects of Political Behavior

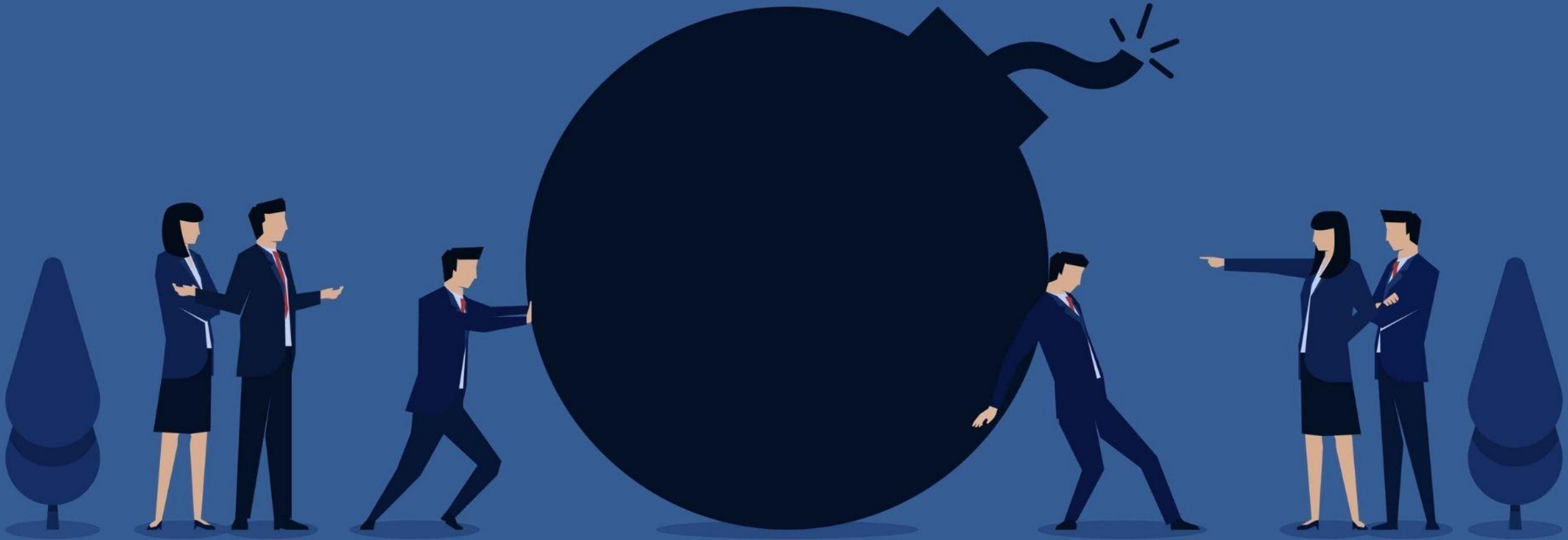
Limiting the Effects of Political Behavior



Toxic Workplace



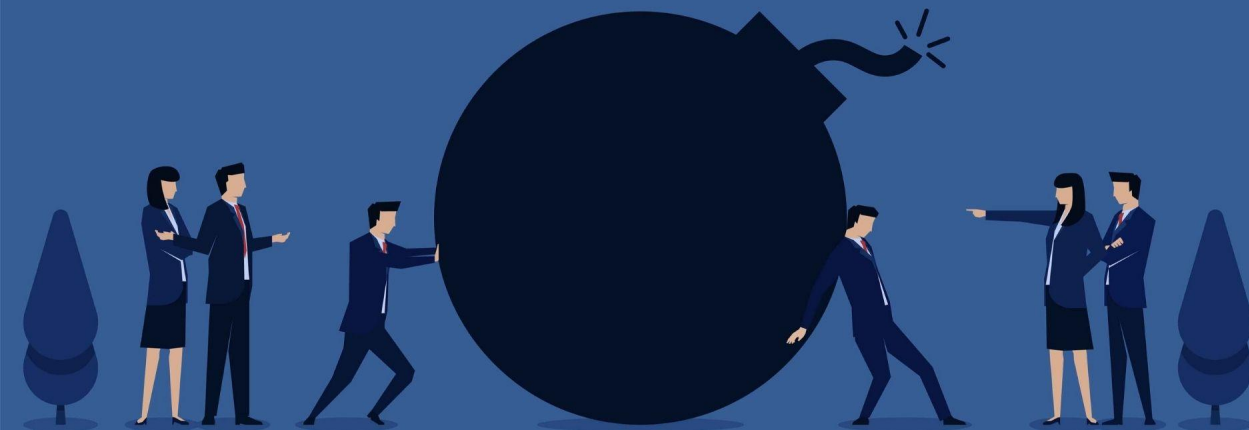
Organization Conflict



Organization Conflict

➤ ORGANIZATIONAL CONFLICT IS AN INTERNAL MISUNDERSTANDING OR DISAGREEMENT THAT CAN OCCUR BETWEEN COLLEAGUES OR LEADERS. THESE KINDS OF DISAGREEMENTS CAN LEAD TO A LACK OF COHESION AND COLLABORATION IN THE WORKPLACE. WHEN EMPLOYEES DON'T GET ALONG WITH EACH OTHER OR DISAGREE, IT CAN MAKE IT CHALLENGING TO GET EVERYONE ALIGNED WITH THE COMPANY'S GOALS.

➤ ORGANIZATIONAL CONFLICT OR OTHERWISE KNOWN AS WORKPLACE CONFLICT, IS DESCRIBED AS THE STATE OF DISAGREEMENT OR MISUNDERSTANDING, RESULTING FROM THE ACTUAL OR PERCEIVED DISSENT OF NEEDS, BELIEFS, RESOURCES AND RELATIONSHIP BETWEEN THE MEMBERS OF THE ORGANIZATION. AT THE WORKPLACE, WHENEVER, TWO OR MORE PERSONS INTERACT, CONFLICT OCCURS WHEN OPINIONS WITH RESPECT TO ANY TASK OR DECISION ARE IN CONTRADICTION.



Organizational conflict causes

Lack of communication

Conflicts occur when there's a disruption in the flow of communication at work. When someone lacks the information necessary to do their job, they may come to faulty conclusions.

Different personality types

While having a mix of personality types can help a company gain new perspectives and ideas, it can also lead to organizational conflict. When people with majorly different personalities have to work together, there may be incompatible values, priorities and work styles.



Ambiguous expectations

When managers make their expectations for employees unclear, this can lead to conflict in the workplace. Employees may grow frustrated or confused about what they are supposed to be doing to succeed.

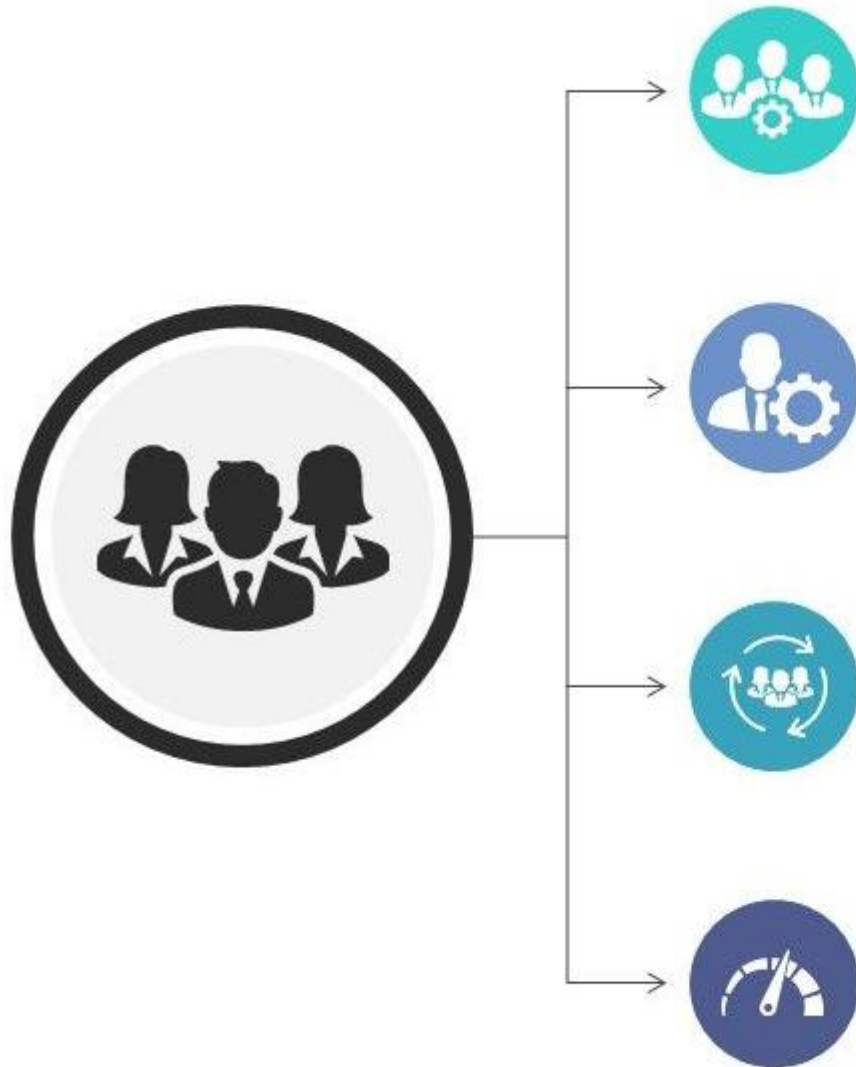
Unfair distribution of resources

When there aren't enough resources at work for everyone, this can lead to competition and conflict. Aiming to balance resources can help prevent concerns about favoritism.

Unclear responsibilities

Conflict can occur when an issue happens and no one takes responsibility for it. Likewise, employees can get into disagreements over who's responsible for which tasks.

The levels of conflict



➤ Intrapersonal

This level refers to an internal dispute and involves only one individual. This conflict arises out of your own thoughts, emotions, ideas, values and predispositions.

➤ Interpersonal

This conflict occurs between two or more people in a larger organization. It can result from different personalities or differing perspectives on how to accomplish goals. Interpersonal conflict may even occur without one party realizing there was ever conflict.

➤ Intragroup

This level of conflict occurs between members of a single group when there are multiple people with varying opinions, backgrounds and experiences working toward a common goal. Even though they may all want to achieve the same goal, they may disagree about how to reach it. Intragroup conflict can also occur when team members have differences in communication styles and personalities.

➤ Intergroup

This level of conflict occurs between different groups within a larger organization or those who do not have the same overarching goals.

Intra-Organizational Conflict

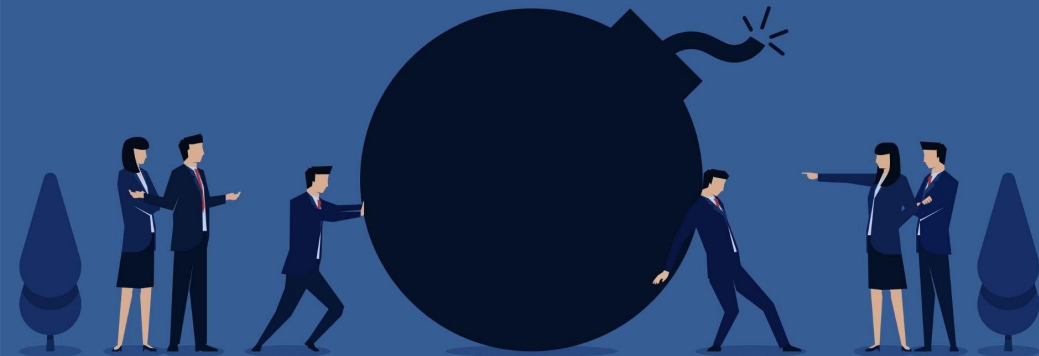
➤ VERTICAL CONFLICT:

REFERS TO THE CONFLICT BETWEEN DIFFERENT HIERARCHICAL LEVELS, SUCH AS BETWEEN A SUPERIOR AND SUBORDINATES. VERTICAL CONFLICT CAN OCCUR BECAUSE OF INADEQUATE OR INEFFECTIVE COMMUNICATION AND DISTORTED PERCEPTIONS. FOR EXAMPLE, IF A SUPERIOR DELEGATES SOME RESPONSIBILITIES TO THE SUBORDINATES BUT FAILS TO GIVE CLEAR INSTRUCTIONS THEN A CONFLICT MAY ARISE BETWEEN THE SUBORDINATES AND THE SUPERVISOR REGARDING THE RESPONSIBILITIES.

➤ HORIZONTAL CONFLICT:

INDICATES THAT THERE CAN BE CONFLICT BETWEEN TWO FUNCTIONAL GROUPS AT THE SAME HIERARCHICAL LEVEL. IT CAN HAPPEN BECAUSE OF VARIOUS REASONS, SUCH AS SHARED RESOURCES AND INTERDEPENDENCY, AND GOAL INCOMPATIBILITY. FOR EXAMPLE, AT TIMES, THE RESOURCES, SUCH AS PRINTERS, MAY BE USED BY DIFFERENT DEPARTMENTS AT THE SAME TIME, LEADING TO A LONG QUEUE OF DOCUMENTS TO BE PRINTED.

THIS MAY RESULT IN DELAY IN OPERATIONS. SIMILARLY, ANY MISMATCH IN DATA AND FIGURES OF THE REPORTS THAT ARE SHARED BY TWO INTERDEPENDENT DEPARTMENTS MAY ALSO LEAD TO CONFLICT. LIKewise, THE GOALS OF ONE DEPARTMENT MAY INTERFERE WITH THE GOALS OF ANOTHER DEPARTMENT, LEADING TO GOAL INCOMPATIBILITY AND CONFLICT.



Inter-Organizational Conflict

➤ LATENT CONFLICT:

IN THIS KIND OF CONFLICT, COMPETITION FORMS THE BASIS, WHEN THE AGGREGATE DEMANDS OF PARTICIPANTS FOR RESOURCES EXCEED THE RESOURCES AVAILABLE TO THE ORGANIZATION. THERE ARE FOUR BASIC TYPES OF LATENT CONFLICTS AND THEY ARE – (A) COMPETITION FOR SCARCE RESOURCES, (B) DRIVE FOR AUTONOMY, (C) DIVERGENCE OF SUB-UNIT GOALS, AND, (D) ROLE CONFLICT.

➤ PERCEIVED CONFLICT:

ANOTHER ARE OF HIS VIEW THAT PERCEIVED CONFLICT OCCURS DUE TO THE PARTIES MISUNDERSTANDING OF EACH OTHER'S TRUE POSITION. CONFLICT MAY SOMETIMES BE PERCEIVED WHEN NO CONDITIONS OF LATENT CONFLICT EXISTS AND LATENT CONDITIONS MAY BE PRESENT IN A RELATIONSHIP WITHOUT ANY OF THE PARTICIPANTS PERCEIVING THE CONFLICT. SUCH A CONFLICT CAN BE RESOLVED BY IMPROVING COMMUNICATION BETWEEN THE PARTIES.

➤ FELT CONFLICT:

THE IMPORTANT DISTINCTION BETWEEN PERCEIVING CONFLICT AND FEELING CONFLICT IS THAT X MAY BE AWARE THAT HE IS IN SERIOUS DISAGREEMENT WITH Y OVER SOME POLICY. BUT THIS MAY NOT MAKE X TENSE OR ANXIOUS AND IT MAY HAVE NO EFFECT WHATSOEVER IN X'S AFFECTION TOWARD Y'. THE PERSONALISATION OF CONFLICT IS THE MECHANISM WHICH CAUSES MANY PEOPLE TO BE CONCERNED WITH DYSFUNCTIONS OF CONFLICT. IN OTHER WORDS, IT MAKES THEM FEEL THE CONFLICT.



Inter-Organizational Conflict

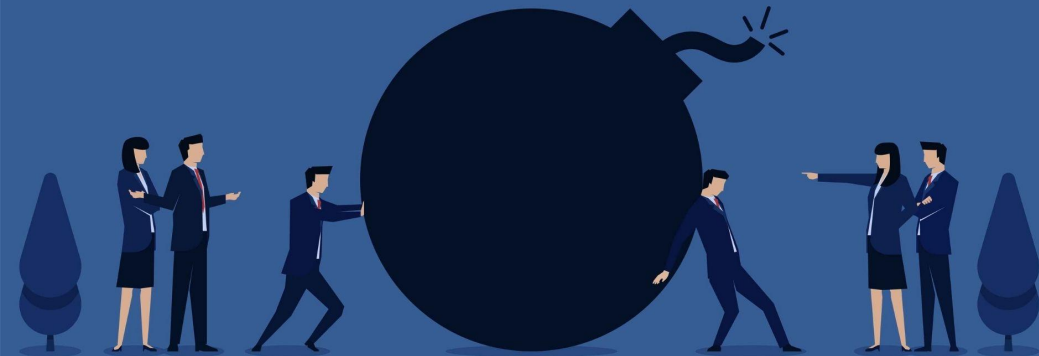
➤ MANIFEST CONFLICT:

BY MANIFEST CONFLICT WE MEAN ANY OF SEVERAL VARIETIES OF CONFLICTFUL BEHAVIOUR SUCH AS OPEN AGGRESSION, APATHY, SABOTAGE, WITHDRAWAL AND PERFECT OBEDIENCE TO RULES EXCEPT FOR PRISON RIOTS, POLITICAL REVOLUTIONS AND EXTREME LABOUR UNREST, VIOLENCE AS A FORM OF MANIFEST CONFLICT IS RARE. THE MOTIVES TOWARDS VIOLENCE MAY REMAIN, BUT THEY TEND TO BE EXPRESSED IN LESS VIOLENT FORMS.

➤ CONFLICT AFTERMATH:

THE AFTERMATH OF A CONFLICT MAY HAVE EITHER POSITIVE OR NEGATIVE REPERCUSSIONS FOR THE ORGANIZATION DEPENDING ON HOW THE CONFLICT IS RESOLVED. IF THE CONFLICT IS GENUINELY RESOLVED TO THE SATISFACTION OF ALL PARTICIPANTS, THE BASIS FOR A MORE CO-OPERATIVE RELATIONSHIP MAY BE LAID; OR THE PARTICIPANTS IN THEIR DRIVE FOR A MORE ORDERED RELATIONSHIP MAY FOCUS ON LATENT CONFLICTS NOT PREVIOUSLY PERCEIVED AND DEALT WITH.

ON THE OTHER HAND, IF THE CONFLICT IS MERELY SUPPRESSED BUT NOT RESOLVED, THE LATENT CONDITIONS OF CONFLICT MAY BE AGGRAVATED AND EXPLODE IN A MORE SERIOUS FORM UNTIL THEY ARE RECTIFIED. THIS CONFLICT IS CALLED “CONFLICT AFTERMATH”.



The types of organizational conflict

○ Process Conflict:

This form of conflict centres around, the process, procedures, steps or methods used to reach goal. One person might like to plan many steps ahead while others might like to dive in headfirst. These differences in approaches or processes can lead to communication break downs and ultimately conflict. Healthy differences in approaches to process will often lead to improved way of doing job.

○ Directional Conflict:

Directional conflict arises when organizations are forced to rethink their strategies and focus on shorter-term activities. Employees may not know how to prioritise long-term versus short-term needs, or one department may work tactically while another remains strategic.

○ External Conflict:

External conflict arises when pressures from customers or other stakeholders impact internal decisions. Recent economic challenges compelled organizations to adjust and adapt.



○ Task Conflict:

Task conflict relates to the content and goal of the work. It can be based on differences in vision, intention, and quality expectation. It is essential to focus and channel any task conflict so that these differences become collaborative and lead to improvements in the way and go about accomplishing current and future task.

○ Role Conflict:

Conflict surrounding roles and responsibilities are especially common during or immediately following organizational change, particularly restructurings. People may be unclear on who is responsible for which decisions and outputs.

○ Relationship Conflict:

It focuses on interpersonal relationship. They are directly between people and may be over roles style, resources or even personalities. This conflict can penetrate and damage all aspect of an organization. Relationship conflict can quickly demand all the attention and energy.

How to manage each level of conflict

➤ 1. Managing intrapersonal conflict

- Follow your values
- Check your company policy
- Write the conflict down
- Be conscious of time

➤ 2. Managing interpersonal conflict

- Define the conflict
- Put the conflict into context
- Create options
- Agree on a solution



How to manage each level of conflict

➤ 3. Managing intragroup conflict

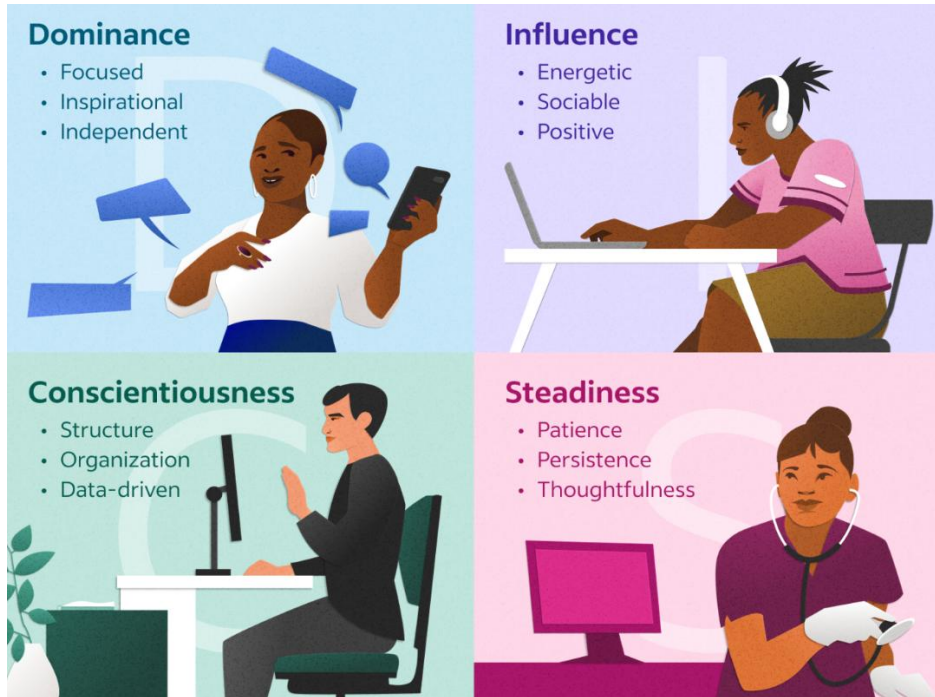
- Discuss the conflict as a team
- Collaborate in small groups
- Reach a decision

➤ 4. Managing intergroup conflict

- Discuss the issue with all relevant parties
- Have a closed meeting with necessary stakeholders
- Gather a variety of possible solutions



The 4 DISC Personality Types



➤ **D – Dominance:**

Relates to control, power and assertiveness. A person who ranks highly in dominance places emphasis on accomplishing results and is often confident, outspoken, assertive and decisive.

➤ **I – Influence:**

Relates to social situations and communication. A person who ranks highly in this quadrant is often skilled at influencing or persuading others and tends to be optimistic, open, enthusiastic, trusting and energetic.

➤ **S – Steadiness:**

Relates to patience, persistence and thoughtfulness. A person who ranks highly in steadiness places emphasis on cooperation, sincerity and dependability and tends to have calm, deliberate dispositions.

➤ **C – Conscientiousness:**

Relates to structure and organization. A person who ranks highly in this quadrant places emphasis on quality and accuracy and tends to enjoy their independence and be detail-oriented.

10 workplace personality types



➤ 1. The analyst

An analyst is a neat and organized employee, who prefers to work within a designated structure. They have determined their best working methods and like to maintain them. Consistency is important to an analyst and unannounced changes that disrupt their ideal approach to the day may cause conflict.



➤ 2. The climber

A climber is an ambitious member of the team who is often eager to advance their career as quickly as possible. This can be beneficial around the office, as they are often willing to take on additional work in order to make a positive impression. It may be important to monitor other staff members' reactions to a climber to ensure they are not generating discomfort from other employees who may feel the climber is too self-interested.



➤ 3. The illusionist

Identifying an illusionist requires you to be diligent and observant of your staff, as their goal is to portray themselves as a preferable personality type. An illusionist excels at making it appear that their contributions to a project are larger than is actually the case, by giving their responsibilities to others and seeking shortcuts with their own work, then claiming responsibility for the final product.



➤ 4. The individualist

Individualists are at their best when given the freedom to pursue a project on their own. Even if an individualist is working as a part of a team, they will often prefer to handle their specific responsibilities in their own way.

10 workplace personality types



➤ 5. The motivator

A motivator is a high-energy employee who often considers themselves a leader. They believe in pushing themselves and others to accomplish as much work as possible. Sometimes this can lead to the motivator overstepping boundaries and offering motivation the recipient did not ask for and does not believe is helpful.



➤ 6. The people-pleaser

this may mean the people-pleaser may help others regardless of how much work they have of their own. This can be beneficial, as it can generate positive relationships and allow them to help other staff, but it can also have detrimental effects if they take on too much, are overly insistent when coworkers do not need help or avoid addressing an issue because they don't want to cause a problem.



➤ 7. The perfectionist

Perfectionists aim to deliver their best possible work at all times. This often means they show an acute attention to detail and can deliver impressive final products. However, focusing too much on perfection can lead to delays in delivery if their time management is not excellent, and their high standards may also cause unease for other staff if the perfectionist is obtrusive into their fellow employees' work and responsibilities.

10 workplace personality types



➤ 8. The performer

A performer is an employee who loves to be the center of attention around the office. They are often very talkative and quick to advertise their contributions when discussing a project. They often will also seek to garner attention in non-work conversations. The performer may be one of the more popular members of the staff, as they are often very gregarious, however, there is potential for some staff to be put off by their personality and talkative nature.

➤ 9. The worrier

If your office has a worrier, you'll recognize them as someone who often appears anxious about the work they are delivering. A worrier requires consistent validation to assure them they are meeting expectations and delivering satisfactory results. When you identify a potential worrier on your staff, it's important to work to build their confidence.

➤ 10. The upward worker

An upward worker is an employee who has atypical behavior when interacting with staff who outrank them as opposed to their peers or employees who work at a lower level than them. When talking with senior staff, an upward worker behaves much like a people-pleaser, while interactions with others on staff may resemble a personality type like the motivator or the perfectionist, offering advice and criticism freely.

Tips for managing conflict in the workplace



➤ **Schedule an appropriate meeting time and place**

Ask everyone involved to set aside time to resolve the conflict. Find a quiet, comfortable location where you can talk openly without interruption.



➤ **Stay calm and be specific**

Remain calm throughout the meeting and try to focus on tangible impacts. Discuss specific details of a conflict so they can be openly addressed.



➤ **Use active listening**

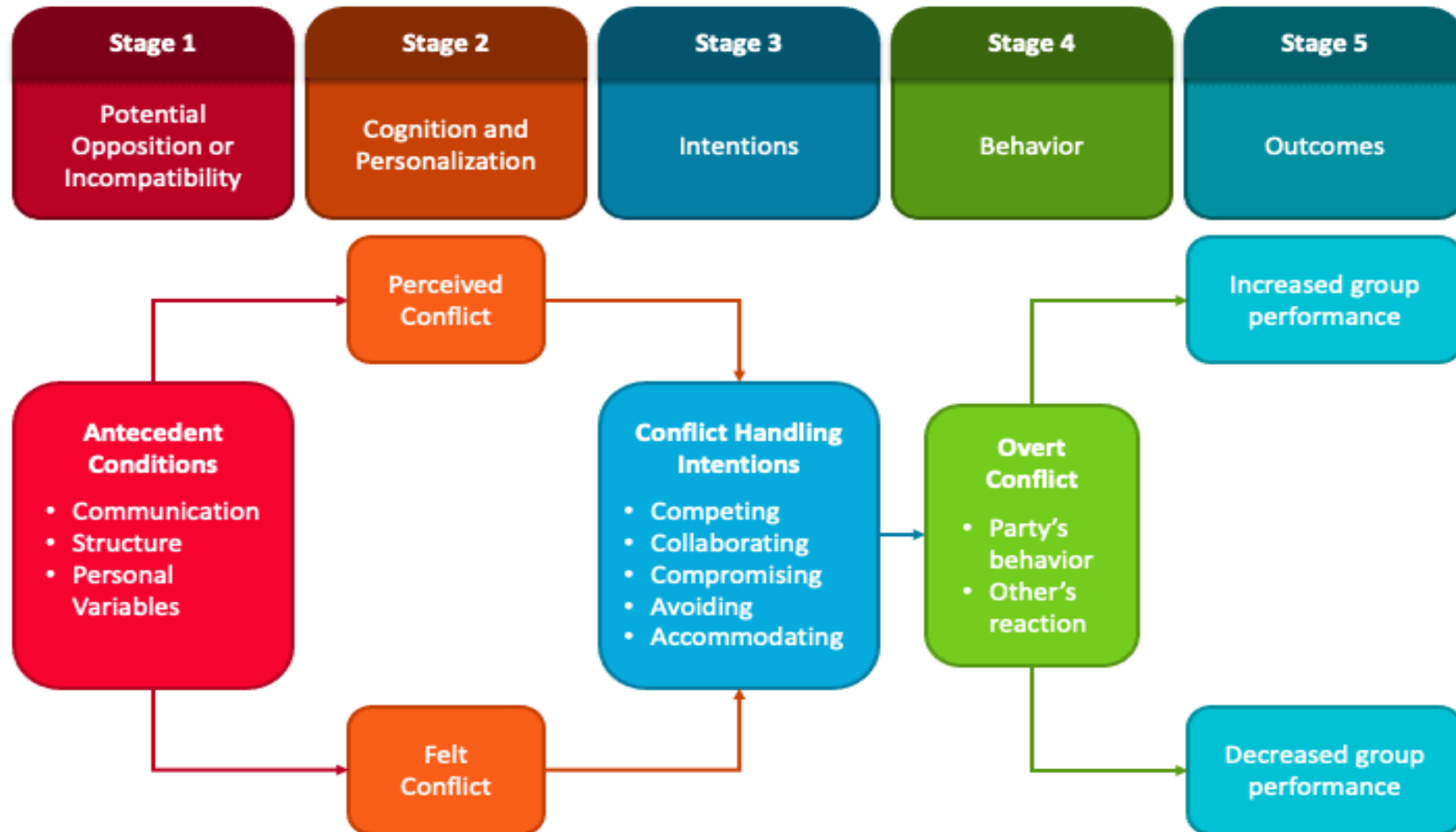
Consider paraphrasing the other party's perspective to show your understanding of their concerns and needs. If you are mediating the conflict, this step can help you and the whole group's understanding of the conflict.



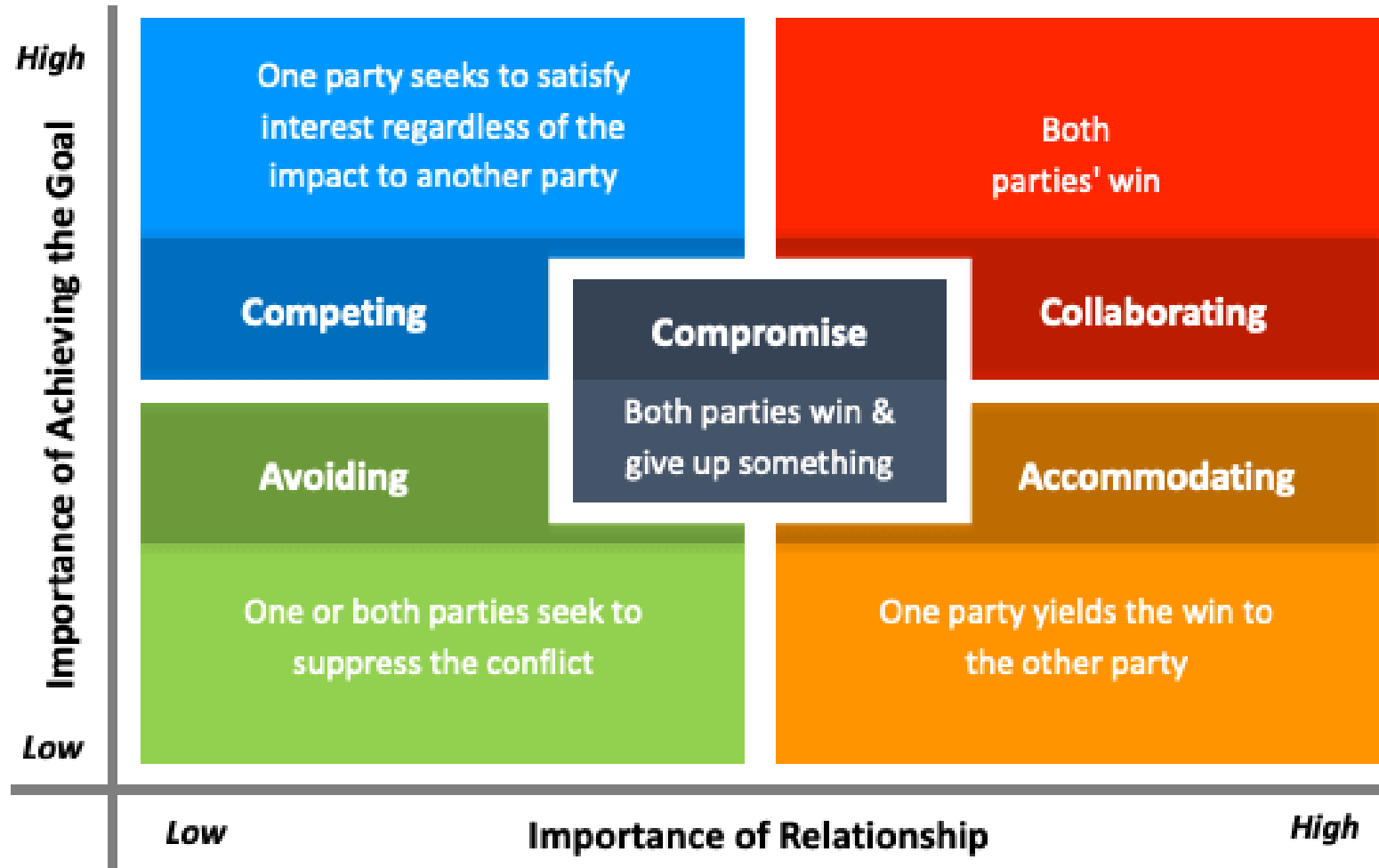
➤ **Celebrate progress and successes**

Acknowledge the efforts of team members to change behavior or strategy. When the team achieves goals because of the resolution, acknowledge those wins and celebrate them.

The Conflict Process



The Conflict Management Styles



Conflict Resolution Strategies

➤ Competing

Competing is an uncooperative, overly assertive method used by people who insist on winning the dispute at all costs. It's known as a win-lose strategy. This method is not often identified as bringing satisfactory resolutions, as it doesn't allow for collaborative problem-solving. **(Win-Lose solution)**

➤ Avoiding

This method involves simply ignoring that there may be a conflict. People tend to avoid conflict when they don't want to engage in it. Avoiding allows them to ignore that there is a problem. There are situations when avoiding conflict can be an appropriate response. **(Lose-Lose solution)**

➤ Compromising

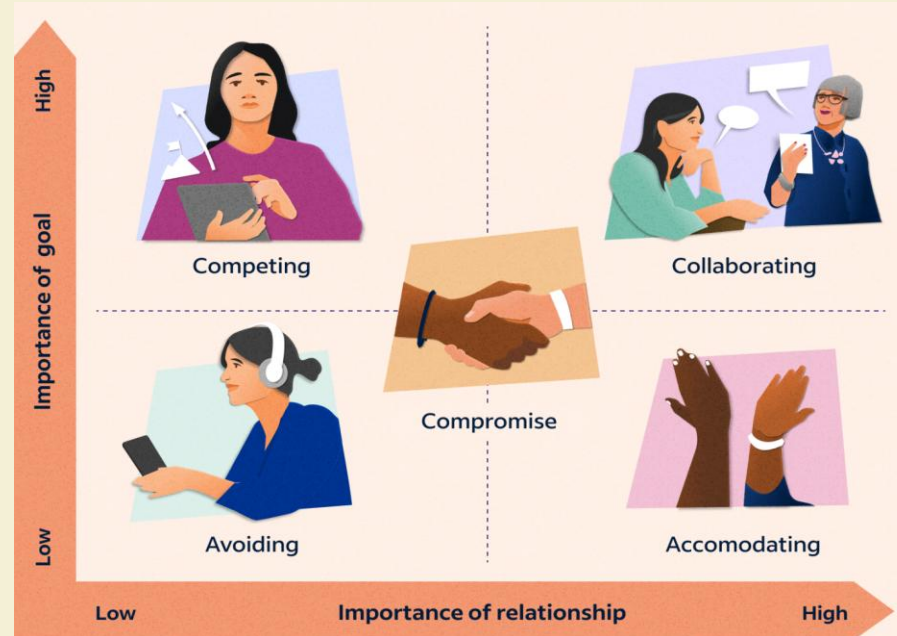
This strategy, also known as reconciling, seeks a mutual agreement to settle a dispute. This can be a quick way to resolve a conflict without it becoming a bigger issue. Compromise can also be used as a temporary method to avoid conflict until the parties involved can implement a more permanent solution. **Some Win solution / Some Lose solution**

➤ Collaborating

Like the compromising method, collaboration involves working with the other party to find a mutually agreeable solution to a problem. It's known as a win-win strategy. For example, a salesperson and client may work together to negotiate contract terms until both parties find it agreeable. **(Win-Win solution)**

➤ Accommodating

This strategy, also known as smoothing, involves one party acquiescing, giving the opposing party exactly what it needs to resolve the problem. This method allows you to resolve a problem in the short-term while working toward a long-term solution. **(Lose-Win solution)**



Benefits of conflict resolution

- Builds strong relationships
- Maintains morale
- Achieves goals
- Reduces stress
- Provides insight
- Improves retention





Lesson 12

Learning Organization

Learning Organization

A learning organization can be defined as any organization that prioritizes personal and professional growth through knowledge transfer. These organizations encourage learning as part of their fundamental culture and overall vision for long-term success.

To practice a discipline is to be a lifelong learner. You never “arrive.” The more you learn, the more acutely aware you become of your ignorance.

– Peter Senge

According to the World Economic Forum, the average lifespan of a Fortune 500 company is 40 to 50 years. While many of them are bought, sold, split, or merged, many simply cease to exist—ending years of blood, sweat and tears for a beloved product or cause.

Companies who shift from the familiar top-down corporate structure to a learning organization model have a better chance of creating an environment of continual growth, risk-taking, continual learning, collaboration—and a better chance of surviving in a very competitive environment.



Learning Organization

A learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.

This definition begins with a simple truth: new ideas are essential if learning is to take place. Sometimes they are created de novo, through flashes of insight or creativity; at other times they arrive from outside the organization or are communicated by knowledgeable insiders. Whatever their source, these ideas are the trigger for organizational improvement. But they cannot by themselves create a learning organization. Without accompanying changes in the way that work gets done, only the potential for improvement exists.

This is a surprisingly stringent test for it rules out a number of obvious candidates for learning organizations. Many universities fail to qualify, as do many consulting firms. Even General Motors, despite its recent efforts to improve performance, is found wanting. All of these organizations have been effective at creating or acquiring new knowledge but notably less successful in applying that knowledge to their own activities.



Learning Organization

Organizations that do pass the definitional test—Honda, Corning, and General Electric come quickly to mind—have, by contrast, become adept at translating new knowledge into new ways of behaving. These companies actively manage the learning process to ensure that it occurs by design rather than by chance. Distinctive policies and practices are responsible for their success; they form the building blocks of learning organizations.

Building Blocks

Learning organizations are skilled at five main activities: systematic problem solving, experimentation with new approaches, learning from their own experience and past history, learning from the experiences and best practices of others, and transferring knowledge quickly and efficiently throughout the organization. Each is accompanied by a distinctive mind-set, tool kit, and pattern of behavior. Many companies practice these activities to some degree. But few are consistently successful because they rely largely on happenstance and isolated examples. By creating systems and processes that support these activities and integrate them into the fabric of daily operations, companies can manage their learning more effectively.



Building Blocks



➤ 1. Systematic problem solving

This first activity rests heavily on the philosophy and methods of the quality movement. Its underlying ideas, now widely accepted, include:

- **Relying on the scientific method, rather than guesswork, for diagnosing problems (what Deming calls the “Plan, Do, Check, Act” cycle, and others refer to as “hypothesis–generating, hypothesis–testing” techniques).**
- **Insisting on data, rather than assumptions, as background for decision making (what quality practitioners call “fact–based management”).**
- **Using simple statistical tools (histograms, Pareto charts, correlations, cause–and–effect diagrams) to organize data and draw inferences.**

Most training programs focus primarily on problem–solving techniques, using exercises and practical examples. These tools are relatively straightforward and easily communicated; the necessary mind–set, however, is more difficult to establish. Accuracy and precision are essential for learning. Employees must therefore become more disciplined in their thinking and more attentive to details. They must continually ask, “How do we know that’s true?”, recognizing that close enough is not good enough if real learning is to take place. They must push beyond obvious symptoms to assess underlying causes, often collecting evidence when conventional wisdom says it is unnecessary. Otherwise, the organization will remain a prisoner of “gut facts” and sloppy reasoning, and learning will be stifled.



Building Blocks

➤ 2. Experimentation

This activity involves the systematic searching for and testing of new knowledge. Using the scientific method is essential, and there are obvious parallels to systematic problem solving. But unlike problem solving, experimentation is usually motivated by opportunity and expanding horizons, not by current difficulties. It takes two main forms: ongoing programs and one-of-a-kind demonstration projects.

Ongoing programs normally involve a continuing series of small experiments, designed to produce incremental gains in knowledge. They are the mainstay of most continuous improvement programs and are especially common on the shop floor. Corning, for example, experiments continually with diverse raw materials and new formulations to increase yields and provide better grades of glass. Allegheny Ludlum, a specialty steelmaker, regularly examines new rolling methods and improved technologies to raise productivity and reduce costs.

Successful ongoing programs also require an incentive system that favors risk taking. Employees must feel that the benefits of experimentation exceed the costs; otherwise, they will not participate. Finally, ongoing programs need managers and employees who are trained in the skills required to perform and evaluate experiments.



Building Blocks

➤ 3. Learning from past experience

Companies must review their successes and failures, assess them systematically, and record the lessons in a form that employees find open and accessible. One expert has called this process the “Santayana Review,” citing the famous philosopher George Santayana, who coined the phrase “Those who cannot remember the past are condemned to repeat it.” Unfortunately, too many managers today are indifferent, even hostile, to the past, and by failing to reflect on it, they let valuable knowledge escape.

At the heart of this approach, one expert has observed, “is a mind-set that...enables companies to recognize the value of productive failure as contrasted with unproductive success. A productive failure is one that leads to insight, understanding, and thus an addition to the commonly held wisdom of the organization.

Building Blocks



➤ 4. Learning from others

Of course, not all learning comes from reflection and self-analysis. Sometimes the most powerful insights come from looking outside one's immediate environment to gain a new perspective. Enlightened managers know that even companies in completely different businesses can be fertile sources of ideas and catalysts for creative thinking. At these organizations, enthusiastic borrowing is replacing the "not invented here" syndrome. Milliken calls the process SIS, for "Steal Ideas Shamelessly"; the broader term for it is benchmarking.

According to one expert, "benchmarking is an ongoing investigation and learning experience that ensures that best industry practices are uncovered, analyzed, adopted, and implemented."⁷ The greatest benefits come from studying practices, the way that work gets done, rather than results, and from involving line managers in the process.

Building Blocks



➤ 5. Transferring knowledge

For learning to be more than a local affair, knowledge must spread quickly and efficiently throughout the organization. Ideas carry maximum impact when they are shared broadly rather than held in a few hands. A variety of mechanisms spur this process, including written, oral, and visual reports, site visits and tours, personnel rotation programs, education and training programs, and standardization programs. Each has distinctive strengths and weaknesses.

Transferring them to different parts of the organization helps share the wealth. Transfers may be from division to division, department to department, or facility to facility; they may involve senior, middle, or first-level managers. A supervisor experienced in just-in-time production, for example, might move to another factory to apply the methods there, or a successful division manager might transfer to a lagging division to invigorate it with already proven ideas.



Measuring Learning

Managers have long known that “if you can’t measure it, you can’t manage it.” This maxim is as true of learning as it is of any other corporate objective. Traditionally, the solution has been “learning curves” and “manufacturing progress functions.” Both concepts date back to the discovery, during the 1920s and 1930s, that the costs of airframe manufacturing fell predictably with increases in cumulative volume. These increases were viewed as proxies for greater manufacturing knowledge, and most early studies examined their impact on the costs of direct labor. Later studies expanded the focus, looking at total manufacturing costs and the impact of experience in other industries, including shipbuilding, oil refining, and consumer electronics. Typically, learning rates were in the 80% to 85% range (meaning that with a doubling of cumulative production, costs fell to 80% to 85% of their previous level), although there was wide variation.

Both learning and experience curves are still widely used, especially in the aerospace, defense, and electronics industries. Boeing, for instance, has established learning curves for every work station in its assembly plant; they assist in monitoring productivity, determining work flows and staffing levels, and setting prices and profit margins on new airplanes. Experience curves are common in semiconductors and consumer electronics, where they are used to forecast industry costs and prices.

5 Steps to a Learning Organisation

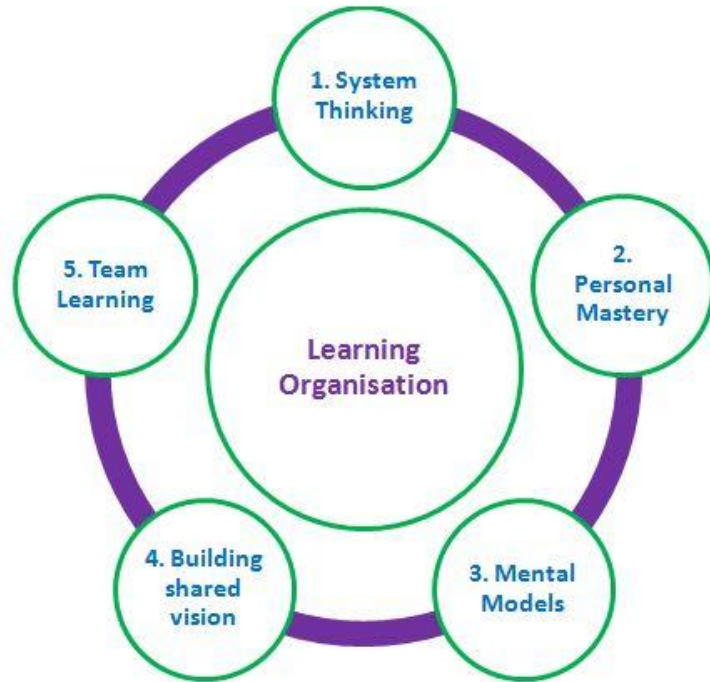


Peter Senge, model from "The Fifth Discipline", 1990

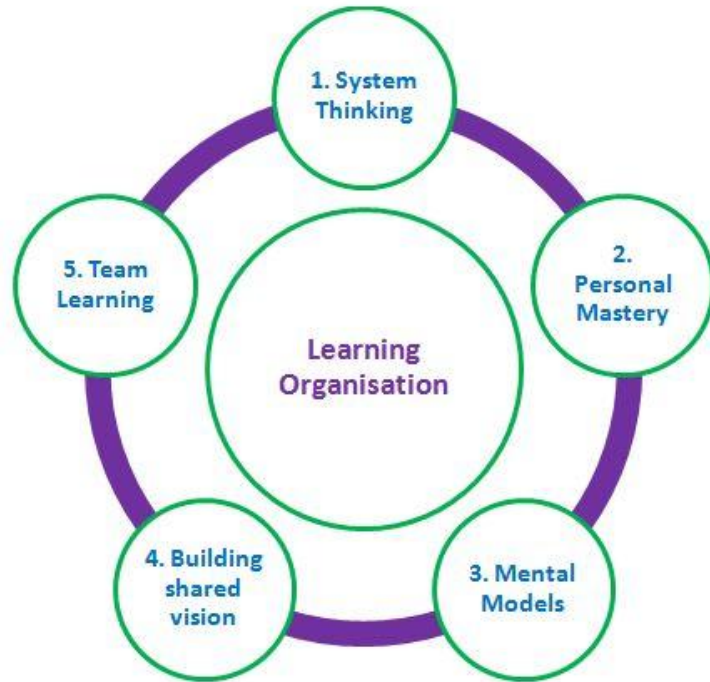
5 Steps to a Learning Organization

➤ 1. Systems thinking

The idea of the learning organization developed from a body of work called systems thinking. This is a conceptual framework that allows people to study businesses as bounded objects. Learning organizations use this method of thinking when assessing their company and have information systems that measure the performance of the organization as a whole and of its various components. Systems thinking states that all the characteristics must be apparent at once in an organization for it to be a learning organization. If some of these characteristics are missing then the organization will fall short of its goal. However, O’Keeffe believes that the characteristics of a learning organization are factors that are gradually acquired, rather than developed simultaneously.



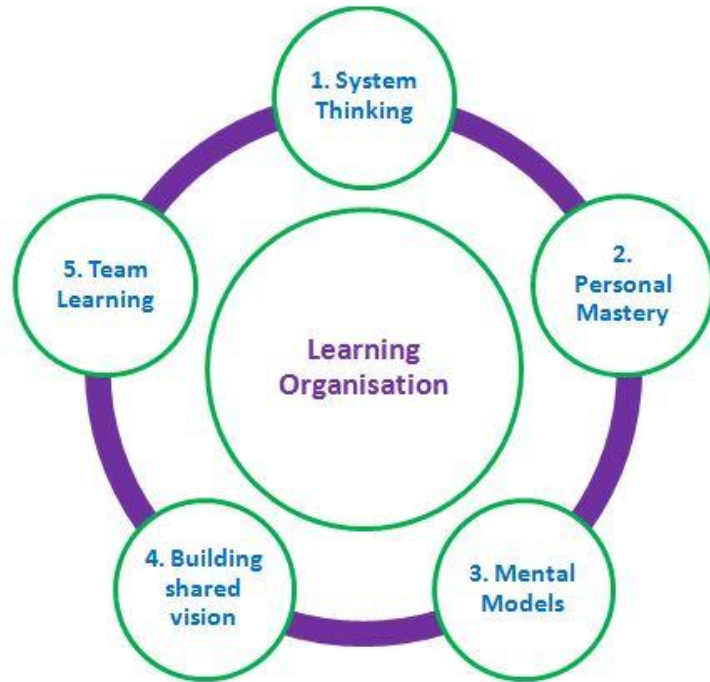
5 Steps to a Learning Organization



➤ 2. Personal mastery

The commitment by an individual to the process of learning is known as personal mastery. There is a competitive advantage for an organization whose workforce can learn more quickly than the workforce of other organizations. Individual learning is acquired through staff training, development and continuous self-improvement; however, learning cannot be forced upon an individual who is not receptive to learning. Research shows that most learning in the workplace is incidental, rather than the product of formal training, therefore it is important to develop a culture where personal mastery is practiced in daily life. A learning organization has been described as the sum of individual learning, but there must be mechanisms for individual learning to be transferred into organizational learning.

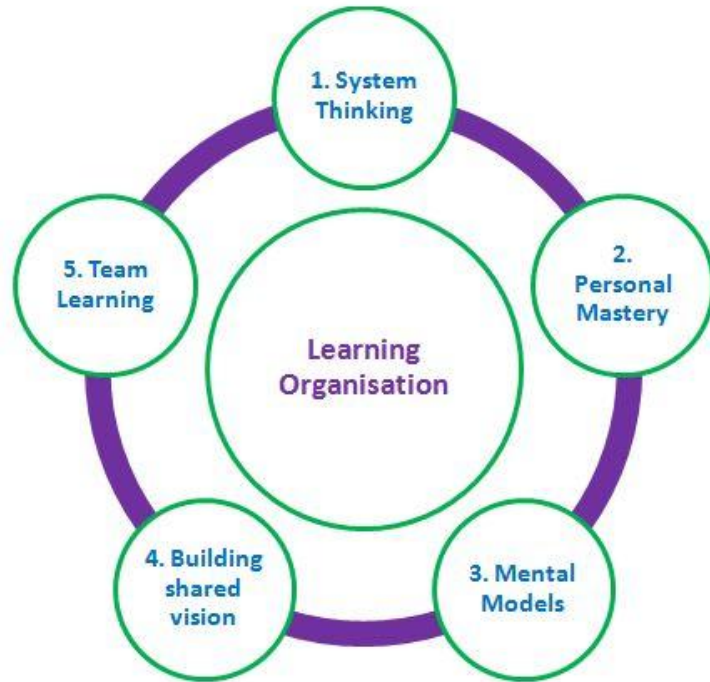
5 Steps to a Learning Organization



➤ 3. Mental models

The assumptions held by individuals and organizations are called mental models. To become a learning organization, these models must be challenged. Individuals tend to espouse theories, which are what they intend to follow, and theories-in-use, which are what they actually do. Similarly, organizations tend to have 'memories' which preserve certain behaviours, norms and values. In creating a learning environment it is important to replace confrontational attitudes with an open culture that promotes inquiry and trust. To achieve this, the learning organization needs mechanisms for locating and assessing organizational theories of action. Unwanted values need to be discarded in a process called 'unlearning'. Wang and Ahmed refer to this as 'triple loop learning.'

5 Steps to a Learning Organization



➤ 4. Building shared vision

The development of a shared vision is important in motivating the staff to learn, as it creates a common identity that provides focus and energy for learning. The most successful visions build on the individual visions of the employees at all levels of the organization, thus the creation of a shared vision can be hindered by traditional structures where the company vision is imposed from above. Therefore, learning organizations tend to have flat, decentralized organizational structures. The shared vision is often to succeed against a competitor; however, Senge states that these are transitory goals and suggests that there should also be long-term goals that are intrinsic within the company.

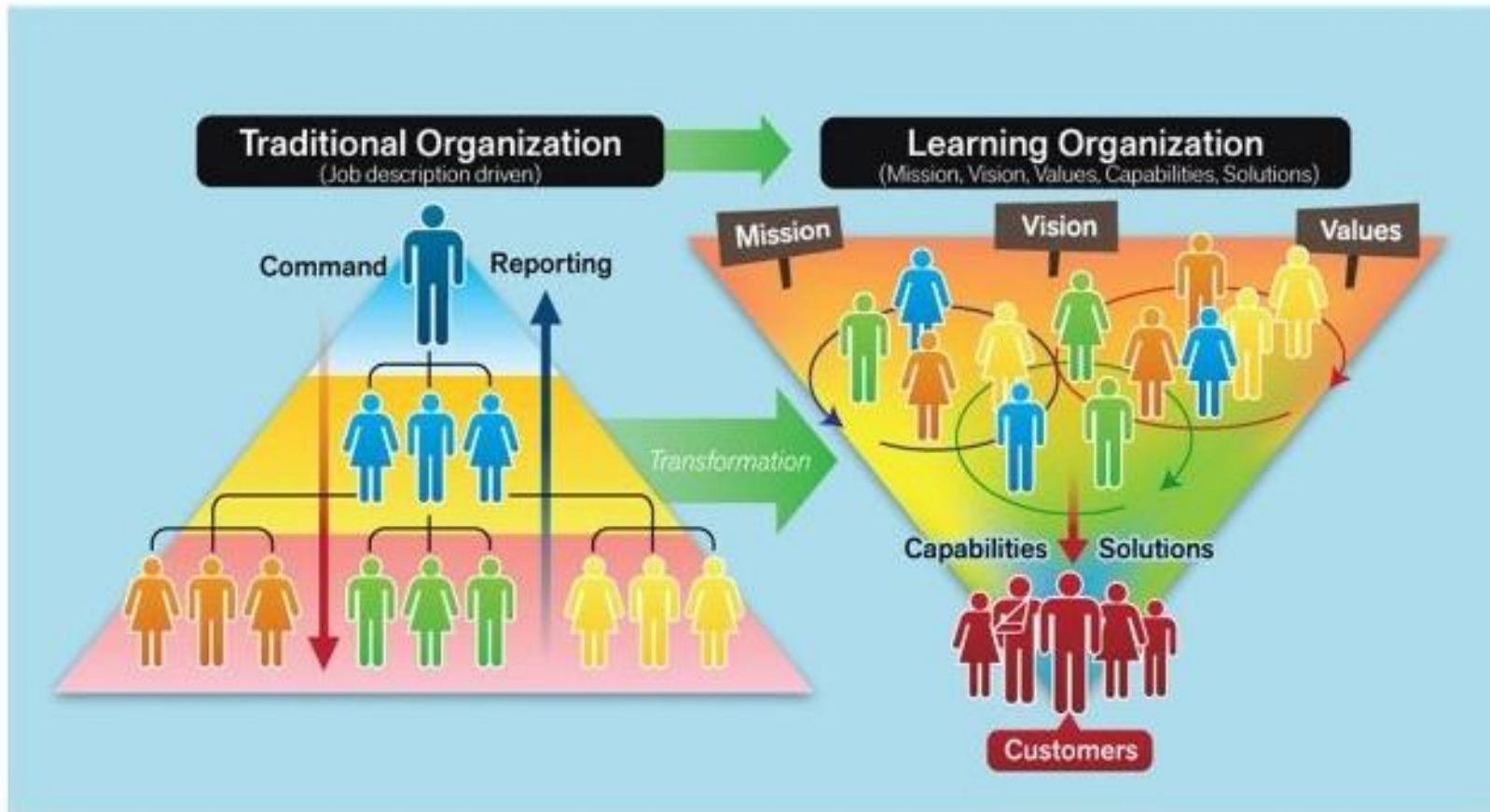
5 Steps to a Learning Organization



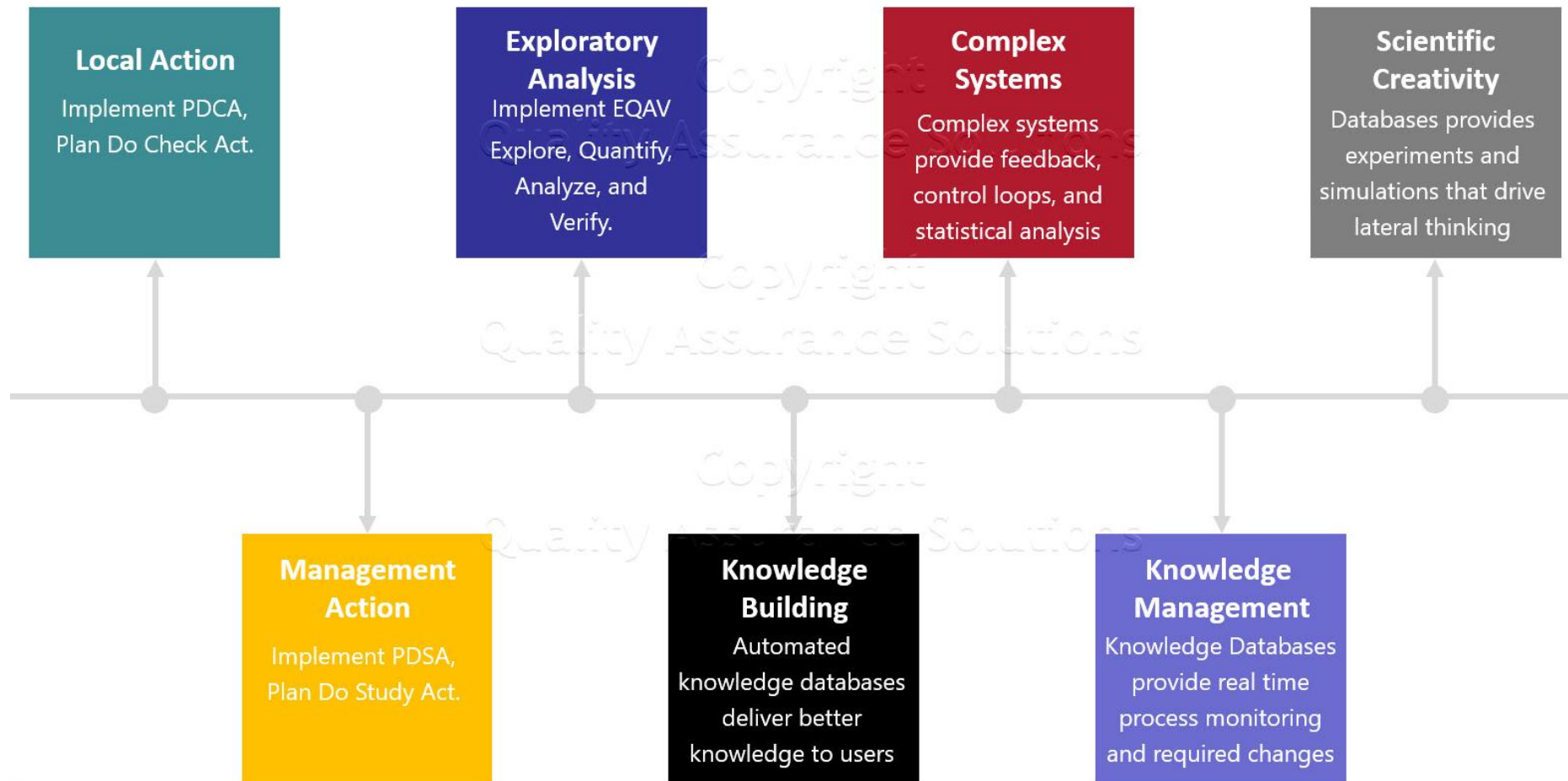
➤ 5. Team learning

The accumulation of individual learning constitutes Team learning. The benefit of team or shared learning is that staff grow more quickly and the problem solving capacity of the organization is improved through better access to knowledge and expertise. Learning organizations have structures that facilitate team learning with features such as boundary crossing and openness. Team learning requires individuals to engage in dialogue and discussion; therefore team members must develop open communication, shared meaning, and shared understanding. Learning organizations typically have excellent knowledge management structures, allowing creation, acquisition, dissemination, and implementation of this knowledge in the organization.

Transforming from a Traditional to a Learning Organization



Developing a Learning Organization

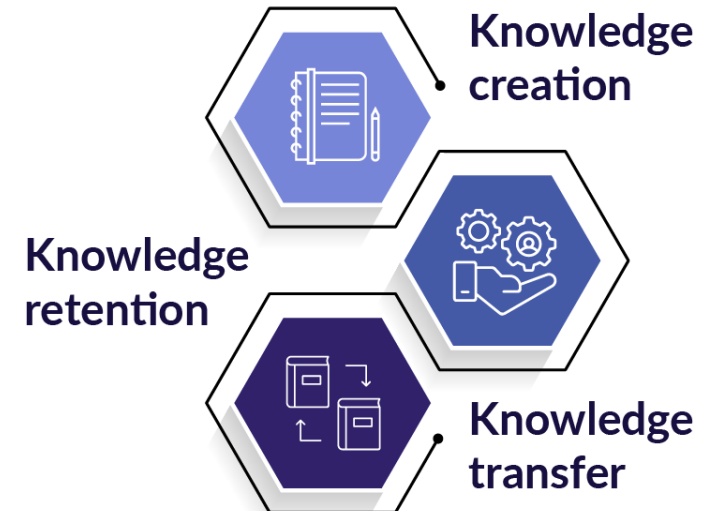


Organizational Learning Strategies

Process

- 1 *Align your organizational learning strategy with your business strategy*
- 2 *Integrate organizational learning into your corporate culture*
- 3 *Facilitate experimenting*
- 4 *Work on your knowledge management*
- 5 *Promote collaboration*
- 6 *Consider the remote/hybrid setup*
- 7 *Measure the progress*

Outcomes



Maturity Model for Corporate Learning





Knowledge Management

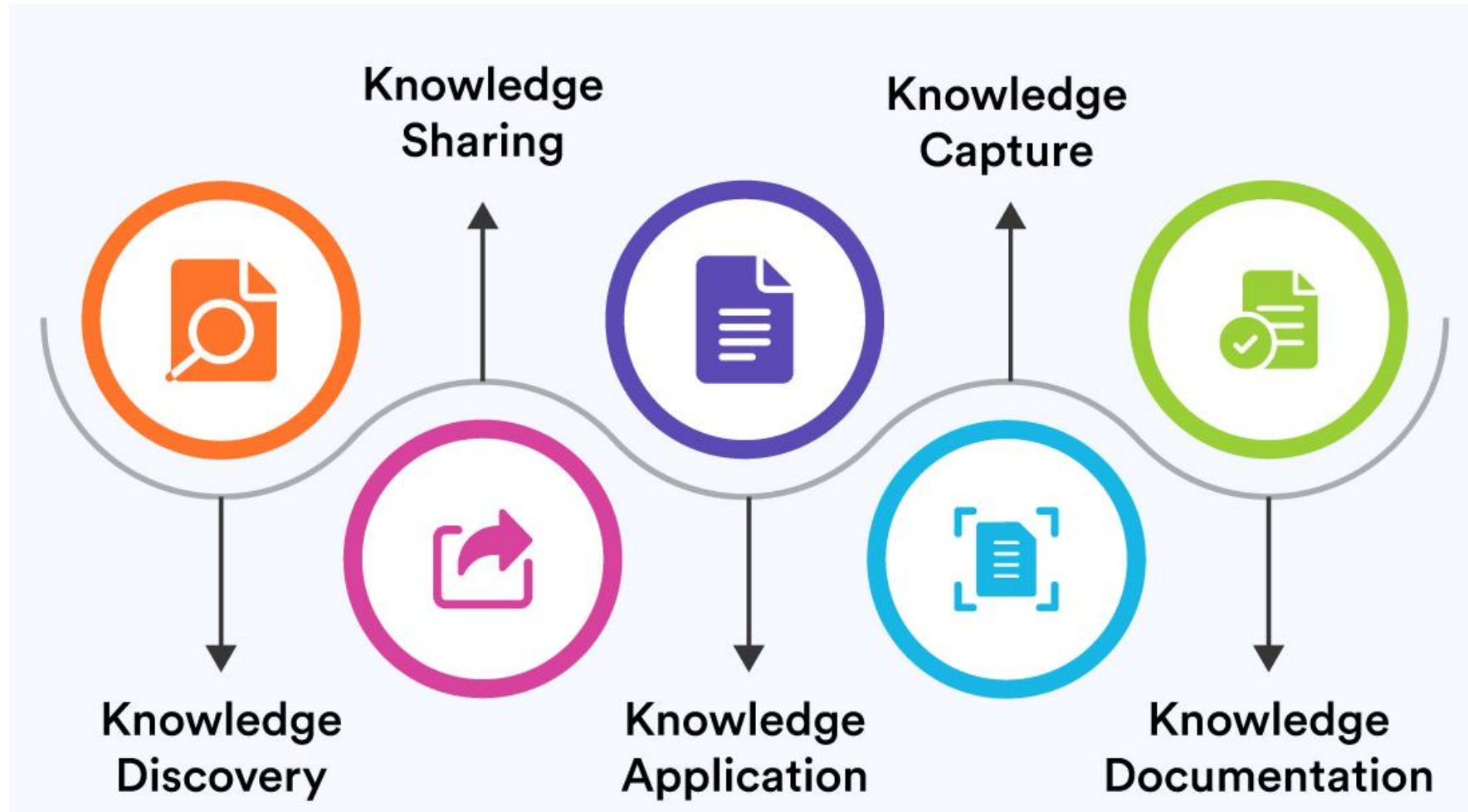
- Knowledge management (KM) is the process of identifying, organizing, storing and disseminating information within an organization. When knowledge is not easily accessible within an organization, it can be incredibly costly to a business as valuable time is spent seeking out relevant information versus completing outcome-focused tasks.
- A knowledge management system (KMS) harnesses the collective knowledge of the organization, leading to better operational efficiencies. These systems are supported by the use of a knowledge base. They are usually critical to successful knowledge management, providing a centralized place to store information and access it readily.
- Companies with a knowledge management strategy achieve business outcomes more quickly as increased organizational learning and collaboration among team members facilitates faster decision-making across the business. It also streamlines more organizational processes, such as training and on-boarding, leading to reports of higher employee satisfaction and retention.



Types of knowledge

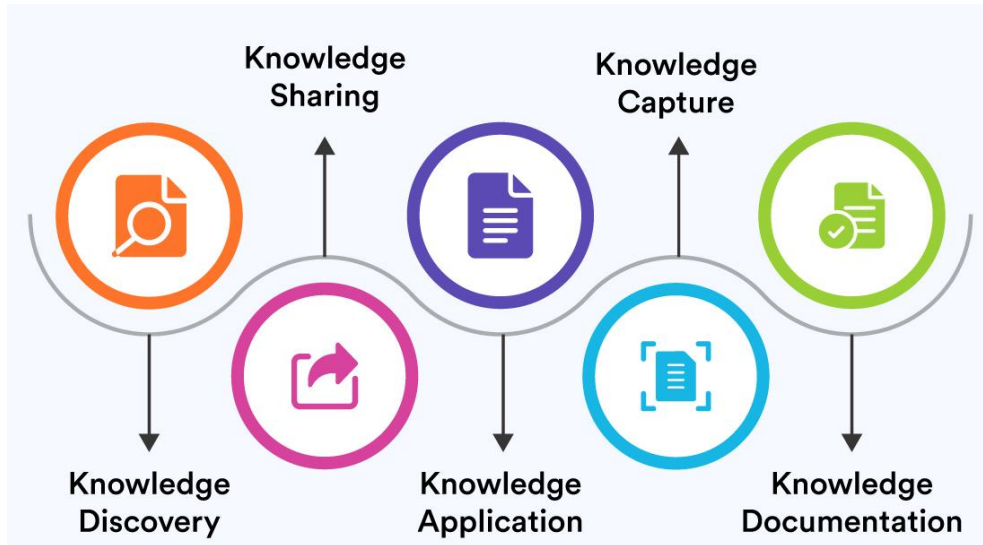
- **Tacit knowledge:** This type of knowledge is typically acquired through experience, and it is intuitively understood. As a result, it is challenging to articulate and codify, making it difficult to transfer this information to other individuals. Examples of tacit knowledge can include language, facial recognition, or leadership skills.
- **Implicit knowledge:** While some literature equivocates implicit knowledge to tacit knowledge, some academics break out this type separately, expressing that the definition of tacit knowledge is more nuanced. While tacit knowledge is difficult to codify, implicit knowledge does not necessarily have this problem. Instead, implicit information has yet to be documented. It tends to exist within processes, and it can be referred to as “know-how” knowledge.
- **Explicit knowledge:** Explicit knowledge is captured within various document types such as manuals, reports, and guides, allowing organizations to easily share knowledge across teams. This type of knowledge is perhaps the most well-known and examples of it include knowledge assets such as databases, white papers, and case studies. This form of knowledge is important to retain intellectual capital within an organization as well as facilitate successful knowledge transfer to new employees.

Knowledge Management Process



Knowledge Management Process

➤ 1. Knowledge Discovery



Knowledge needs to be discovered before being put to use! Knowledge discovery refers to developing new tacit and explicit knowledge from raw data. We must refine raw data to generate valuable information and then analyze and process it into knowledge.

Knowledge discovery, the first step of the knowledge management process model, involves communication, integration, and systemization of multiple streams of explicit knowledge. Tacit knowledge is implied knowledge discovered by socialization, for example, through joint activities, instead of written or oral instructions.

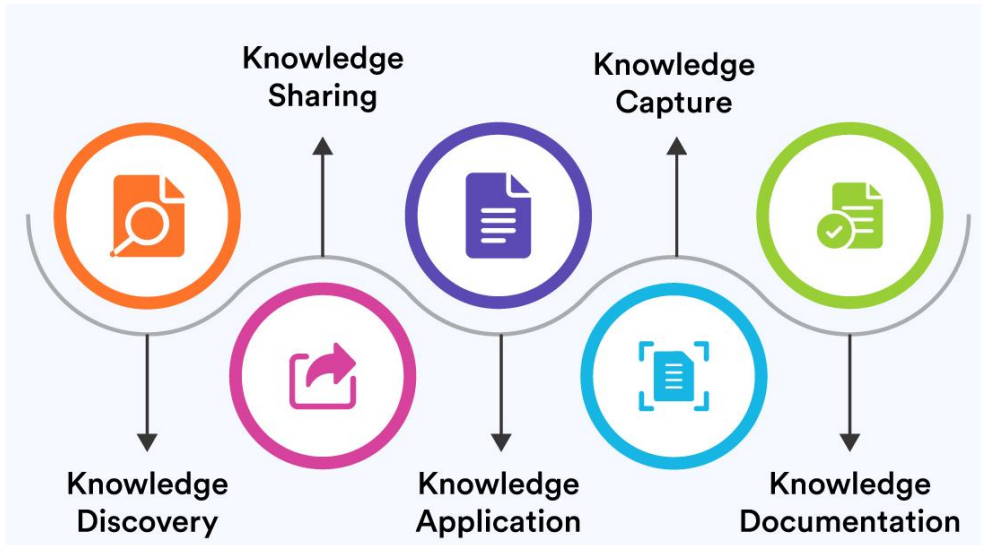
Knowledge Management Process

➤ 2. Knowledge Capture

Knowledge capture is the part of knowledge management practices that deal with retrieving explicit or tacit knowledge that resides within people, artifacts, or organizational entities.

Tacit knowledge is captured from the employees through externalization, which involves documentation, verbalization, and sharing; for example, forming quality circles to improve a specific business process.

Internalization, another knowledge management process model, involves acquiring tacit knowledge by employees through learning. Additionally, internalization converts the employee's tacit knowledge into explicit by applying it to practical situations.



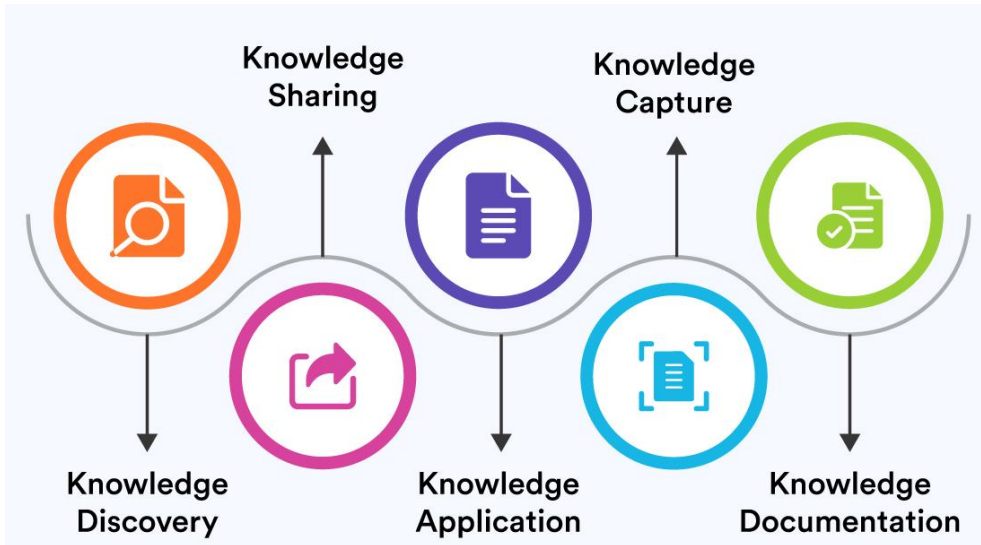
Knowledge Management Process

➤ 3. Knowledge Documentation

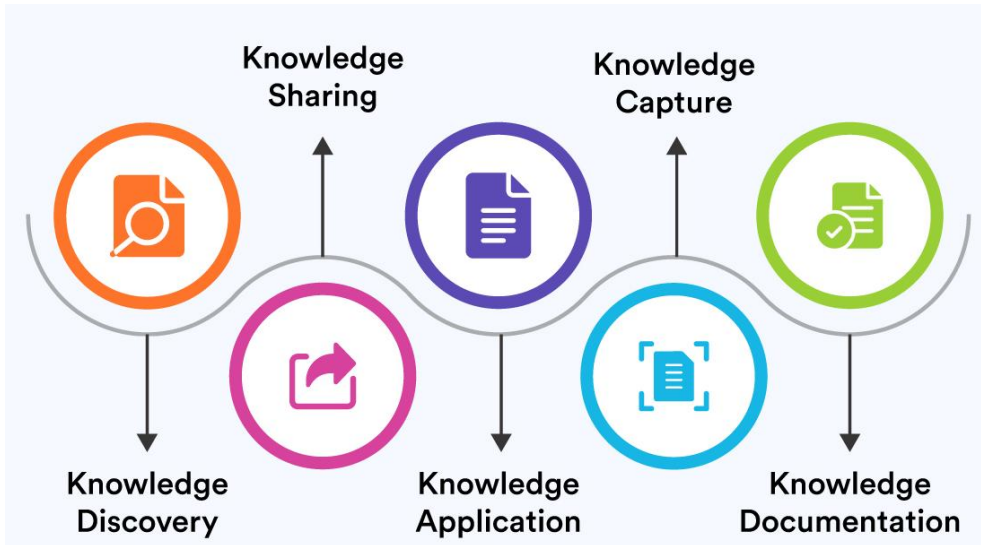
Knowledge documentation is the process of defining, identifying, categorizing, and classifying information to make it accessible to employees, teams, and other key stakeholders. With the correct knowledge management system, you can document and sort knowledge so that it is easily accessible to the necessary people.

➤ 4. Knowledge Sharing

The organization now has a considerable chunk of explicit or implicit knowledge. But, it is a waste if they cannot share it for use. As it is said, knowledge shared is knowledge squared. So, knowledge sharing is making the relevant explicit or tacit knowledge available to the right people at the right time. Knowledge sharing additionally benefits businesses by improving communication among team members.



Knowledge Management Process



➤ 5. Knowledge Application

Last but not least, the knowledge discovered, captured, and shared has to be applied for the benefit of the business. All the efforts in the knowledge management process fail if this application or implementation is ineffective.

Knowledge application is about actualizing knowledge to make decisions, improve processes, and use this knowledge to solve business problems. The essential knowledge chunks are leveraged to make business decisions. Knowledge is also applied organization-wide through instructions, procedures, norms, etc.

Benefit of Knowledge Management Process



➤ 1. Decision-Making Capability

Employees can improve the quality and speed of decision-making by gaining access to the knowledge of the entire organization. When making decisions, enterprise collaboration technologies make accessing various people's experiences and opinions easy, adding new and interesting perspectives.

➤ 2. Boost Client Satisfaction Rates

Collaboration between departments and sharing organizational knowledge enhances the value companies deliver to customers. Enterprises can respond more quickly or reduce the time needed to enhance a service or product. With quicker employee response and quick solutions, client satisfaction rates increase.

Benefit of Knowledge Management Process



➤ 3. Improve Client Delivery Speed

The speed of execution among competitors is crucial. Companies that deliver earlier than their competitors will prevail if all other factors are equal. You can reduce the time taken to give customers a proposal, product, or service by sharing knowledge and innovation within the team. It results in higher win rates, additional revenue, and new clients.

➤ 4. Encourage Development and Innovation

As sectors mature and competition rises, it is challenging for enterprises to expand their sales. Innovation can be sparked by creating new and critical knowledge through efficient information distribution, collaboration, and sharing. You can experience growth and gain a serious competitive advantage through knowledge management solutions.

Benefit of Knowledge Management Process



➤ 5. No Effort Duplication

Knowledge management software saves time and effort. Moreover, it improves operational efficiency. Reducing duplication of effort is a key advantage of knowledge management. Take the situation where your customer support representative struggles to assist a client with questions about a specific feature.

➤ 6. Improved Collaboration

Collaboration and efficient idea exchange with knowledge management process steps lead to better decision-making. Improved and faster decision-making enhances the experience for customers and the company's business prospects. An environment that fosters collaboration also aids in encouraging innovation inside the organization.

Benefit of Knowledge Management Process



➤ 7. Crisis Ready

Companies implementing knowledge management systems are always ready to face crises coming on their way. The knowledge management process cycle benefit organizations in dealing with a crisis.

➤ 8. Allows Digital Transformation

With digital transformation, companies come across much structured and unstructured information. With knowledge management process examples, companies can utilize such data for advancement and benefit.

Key Components of the Knowledge Management Process Flow



➤ 1. Planning

Planning is an essential component of knowledge organization management. It serves as the framework for the company's objectives in identifying, archiving, and disseminating new and current information. The primary goal of knowledge management practices is to identify the organization's knowledge gap and fill it accordingly.

➤ 2. Process

Every effective knowledge management effort must have a well-defined method for identifying, storing, and distributing knowledge. Information management involves several stages. It includes the creation, organization, review, and sharing of knowledge stage before other teams implement it. The procedures you establish must guarantee accuracy in information identification, management, and exchange securely.

Key Components of the Knowledge Management Process Flow



➤ 3. Technology

Effective technology is among the many reasons knowledge management processes succeed. The software must make it simple and safe for authorized staff to access pertinent data whenever necessary. Process, people, and information are all combined with the use of technology to create a knowledge management system for an organization. Business intelligence offers knowledge management platforms utilizing big data and document analysis.

➤ 4. People

The key knowledge management team, which directs the implementation, top management, team leaders who inspire their subordinates, and eventually system users and contributors are the ones who use and contribute to the system. Within the company, knowledge management needs to be given top priority. The success of the knowledge management program increases by rewarding and encouraging people to utilize the system to share their thoughts frequently.

Key Components of the Knowledge Management Process Flow

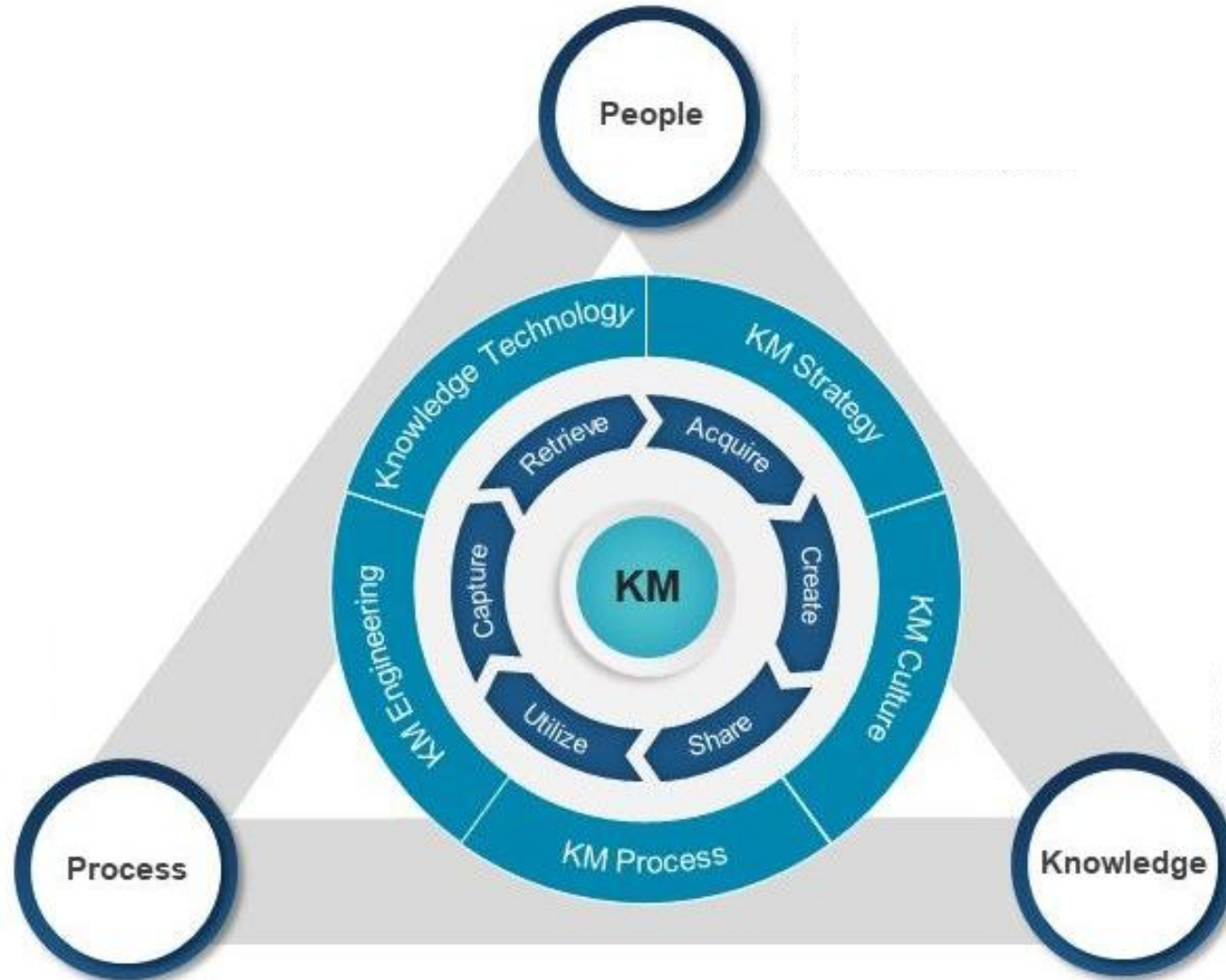


➤ 5. Improvement

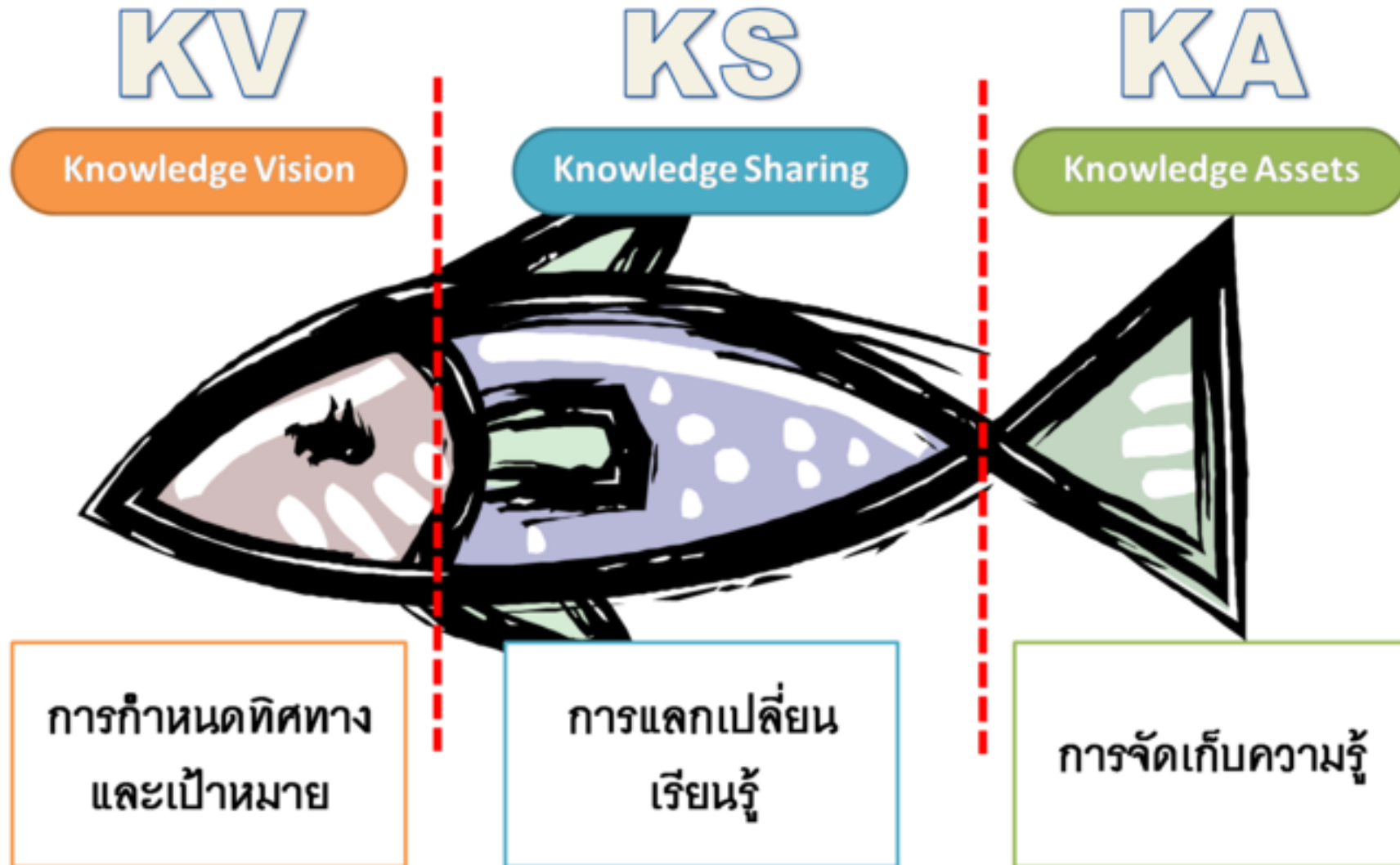
Knowledge management is a continuous process. It is a dynamic activity that must be integrated into the corporate culture. Achieving the objectives outlined in the plan requires routine assessment, adjusting, and improvement. The business should periodically review its knowledge management strategy to determine what works and doesn't.

Plans for knowledge management are intimately related to the company's objectives. Sometimes the objectives change, prompting a reassessment of the knowledge management plans and policies.

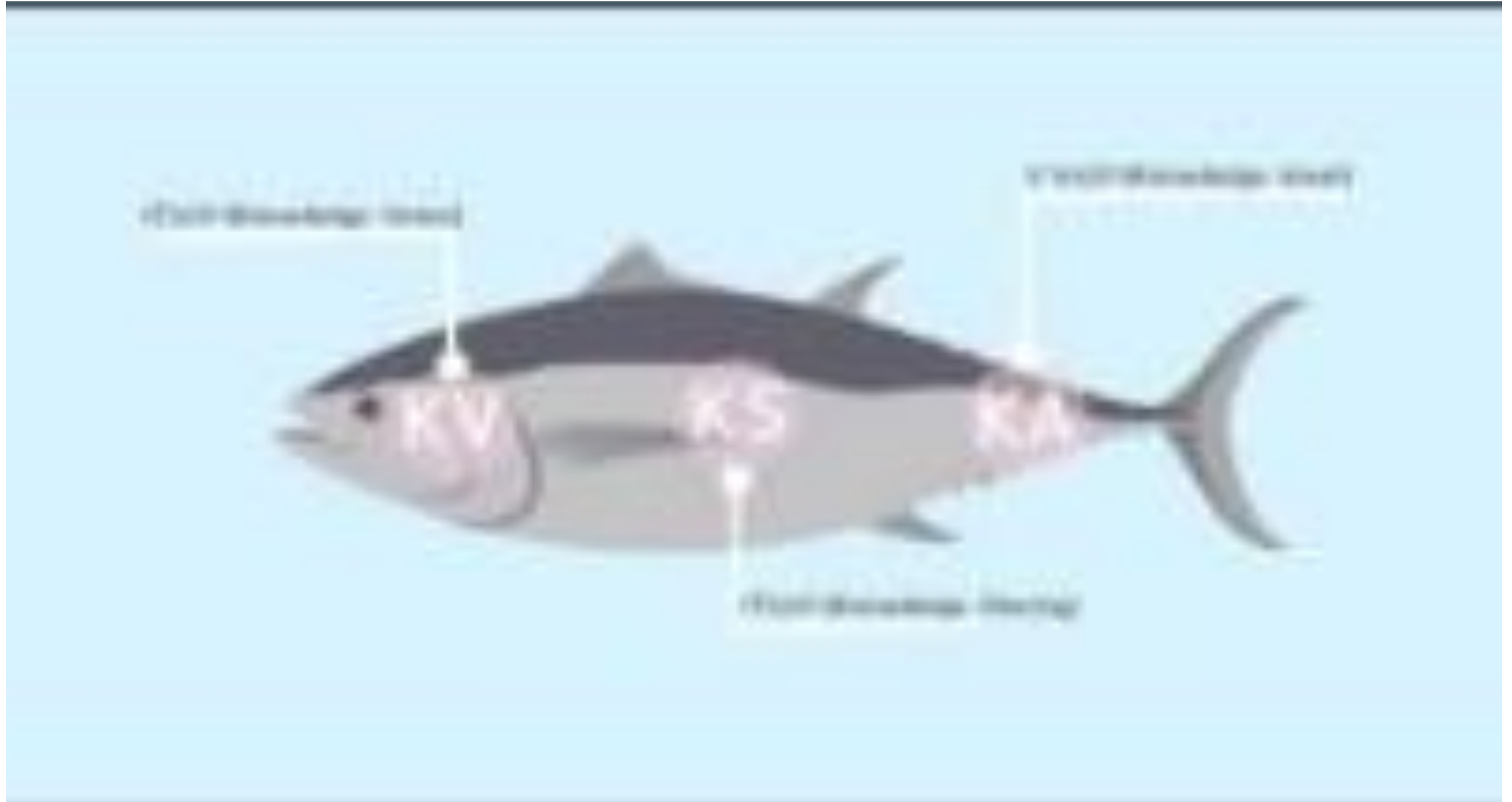
Knowledge Management Cycle



TUNA Model

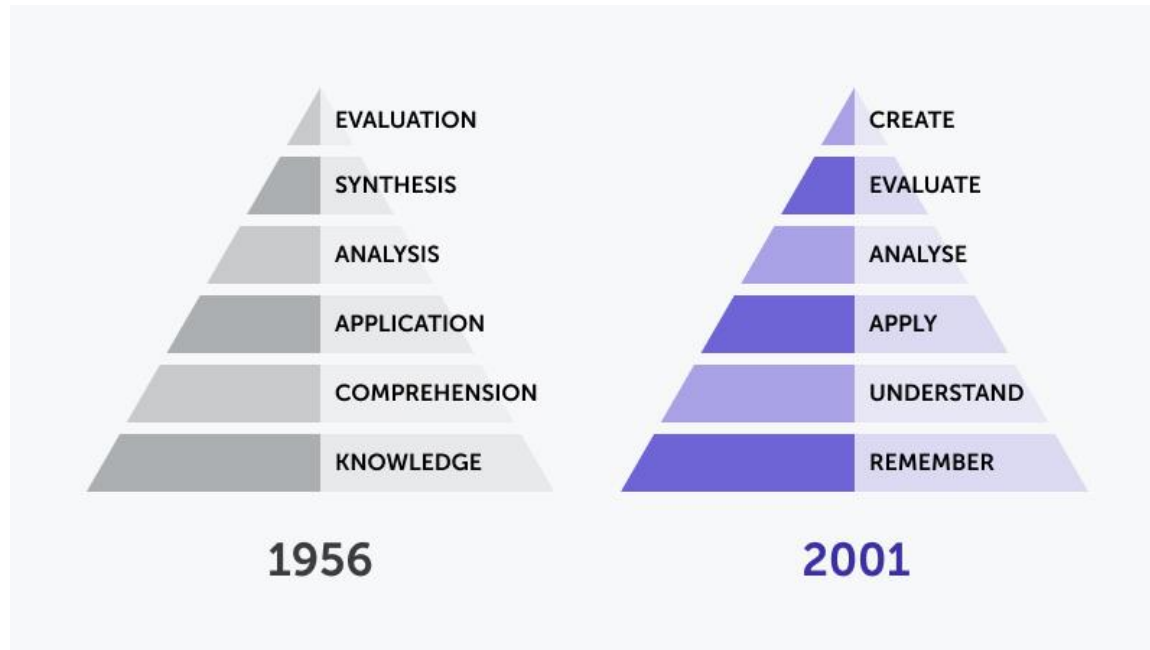


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Bloom's Taxonomy

Familiarly known as Bloom's Taxonomy, this framework has been applied by generations of K-12 teachers and college instructors in their teaching. The framework elaborated by Bloom and his collaborators consisted of six major categories: Knowledge, Comprehension, Application, Analysis, Synthesis, and Evaluation.

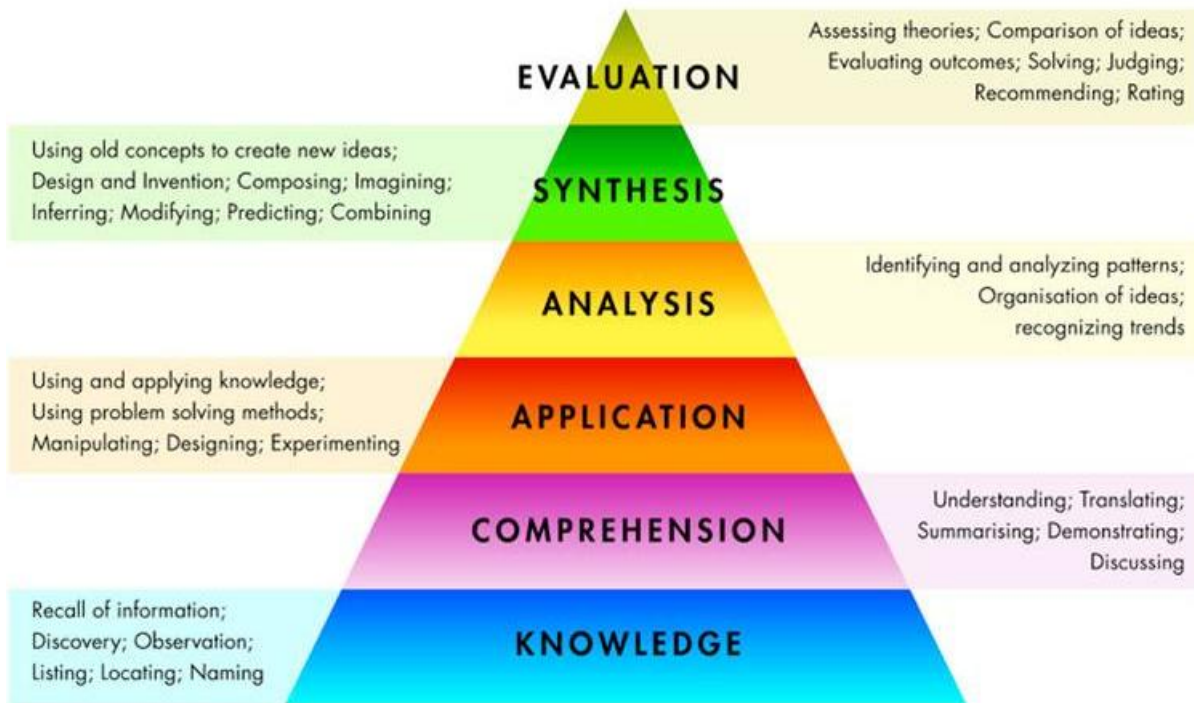


In 1956, Benjamin Bloom with collaborators Max Englehart, Edward Furst, Walter Hill, and David Krathwohl published a framework for categorizing educational goals: Taxonomy of Educational Objectives. Familiarly known as Bloom's Taxonomy, this framework has been applied by generations of K-12 teachers and college instructors in their teaching.

The framework elaborated by Bloom and his collaborators consisted of six major categories: Knowledge, Comprehension, Application, Analysis, Synthesis, and Evaluation. The categories after Knowledge were presented as "skills and abilities," with the understanding that knowledge was the necessary precondition for putting these skills and abilities into practice.

While each category contained subcategories, all lying along a continuum from simple to complex and concrete to abstract, the taxonomy is popularly remembered according to the six main categories.

Bloom's Taxonomy

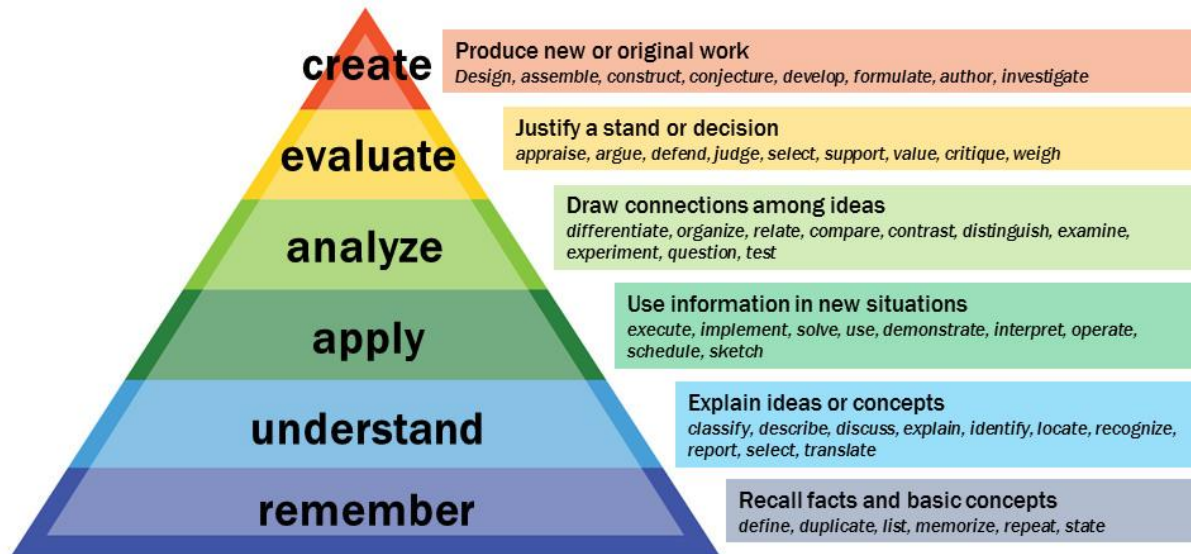


Here are the authors' brief explanations of these main categories in from the appendix of Taxonomy of Educational Objectives (Handbook One, pp. 201-207):

- **Knowledge** “involves the recall of specifics and universals, the recall of methods and processes, or the recall of a pattern, structure, or setting.”
- **Comprehension** “refers to a type of understanding or apprehension such that the individual knows what is being communicated and can make use of the material or idea being communicated without necessarily relating it to other material or seeing its fullest implications.”
- **Application** refers to the “use of abstractions in particular and concrete situations.”
- **Analysis** represents the “breakdown of a communication into its constituent elements or parts such that the relative hierarchy of ideas is made clear and/or the relations between ideas expressed are made explicit.”
- **Synthesis** involves the “putting together of elements and parts so as to form a whole.”
- **Evaluation** engenders “judgments about the value of material and methods for given purposes.”

The Revised Taxonomy (2001)

Bloom's Taxonomy



A group of cognitive psychologists, curriculum theorists and instructional researchers, and testing and assessment specialists published in 2001 a revision of Bloom's Taxonomy with the title A Taxonomy for Teaching, Learning, and Assessment. This title draws attention away from the somewhat static notion of "educational objectives" (in Bloom's original title) and points to a more dynamic conception of classification.

The authors of the revised taxonomy underscore this dynamism, using verbs and gerunds to label their categories and subcategories (rather than the nouns of the original taxonomy). These "action words" describe the cognitive processes by which thinkers encounter and work with knowledge:

Talent Management

Talent management is defined as the methodically organized, strategic process of getting the right talent onboard and helping them grow to their optimal capabilities keeping organizational objectives in mind.

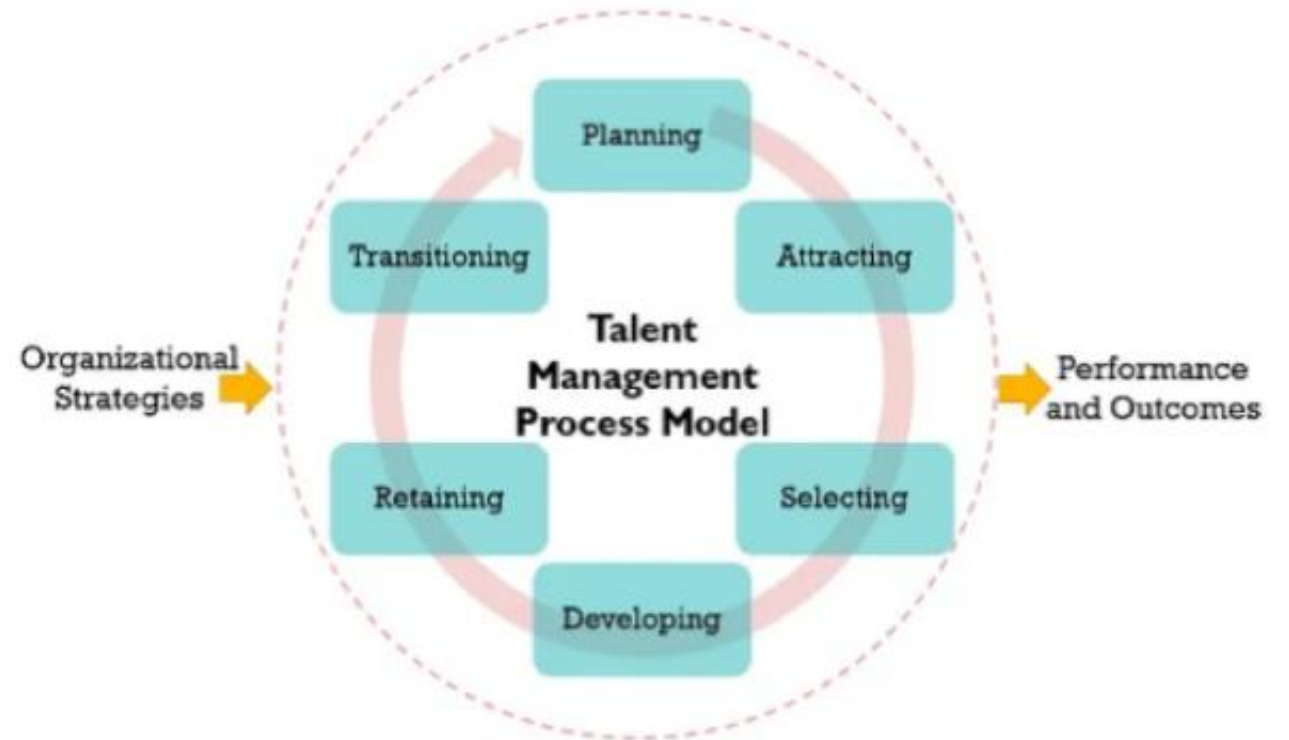
The process thus involves identifying talent gaps and vacant positions, sourcing for and onboarding the suitable candidates, growing them within the system and developing needed skills, training for expertise with a future-focus and effectively engaging, retaining and motivating them to achieve long-term business goals. The definition brings to light the overarching nature of talent management – how it permeates all aspects pertaining to the human resources at work while ensuring that the organization attains its objectives. It is thus the process of getting the right people onboard and enabling them to enable the business at large.



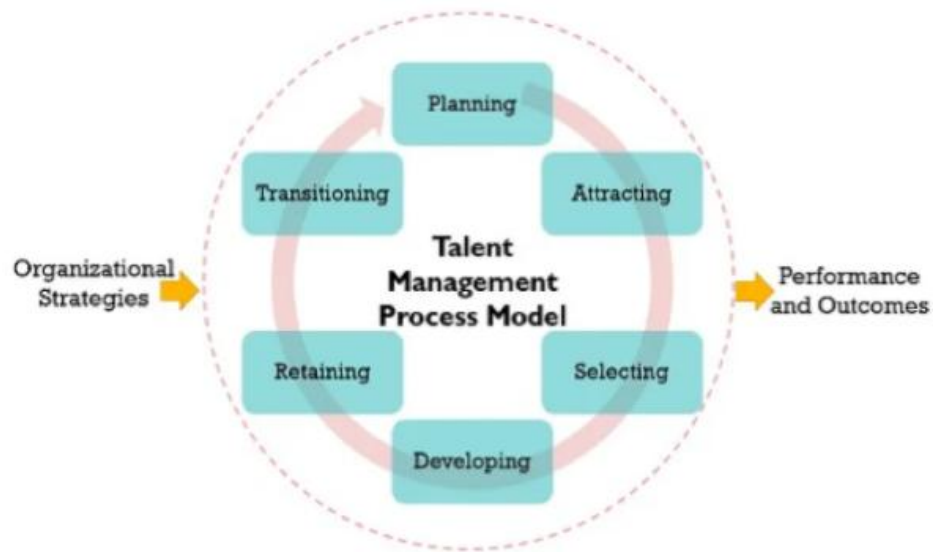
Talent Management Process

While often cyclical rather than a generic linear progression of events, the process of talent management could be considered, to begin with acknowledging the need for talent and leads to filling that gap and ultimately growing and optimizing the skills, traits, and expertise of employees, new and old.

The following image depicts the key points of the talent management process:



Talent Management Process



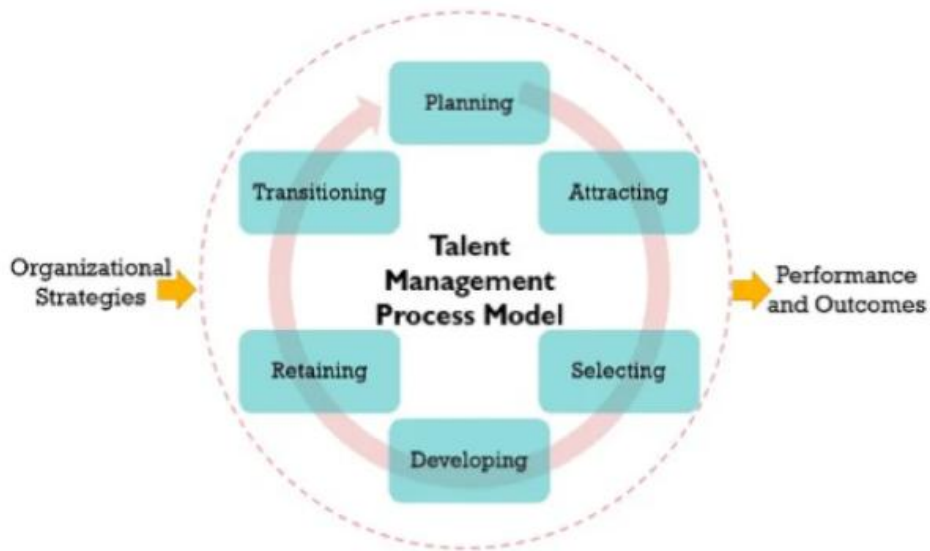
1. Planning

Like in any process with a set outcome, planning is the first step in the process of talent management. It involves the following identifying where the gaps lie – the human capital requirement, formulating job descriptions for the necessary key roles to help guide sourcing and selection and developing a workforce plan for recruitment initiatives.

2. Attracting

Based on the plan, the natural next step is to decide whether the talent requirements should be filled in from within the organization or from external sources. Either way, the process would involve attracting a healthy flow of applicants. The usual external sources include job portals, social network, and referrals. The talent pools that need to be tapped into must be identified in advance to keep the process as smooth and efficient as possible. This is where the kind of employer brand that the organization has built for itself, comes into play because that decides the quality of applications that come in.

Talent Management Process



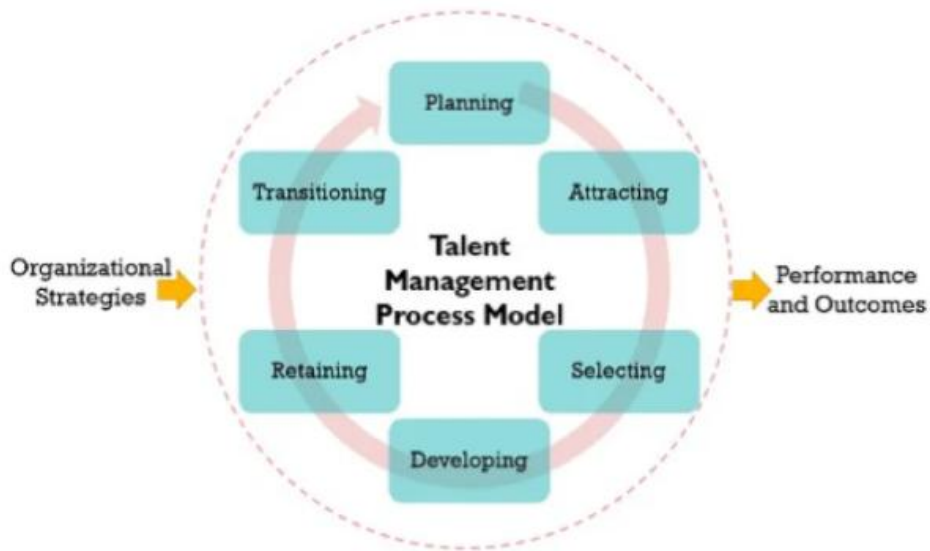
3. Selecting

This involves using a string of tests and checks to find the right match for the job – the ideal person-organization fit. Written tests, interviews, group discussions and psychometric testing along with an in-depth analysis of all available information on the candidate on public access platforms help in gauging an all-rounded picture of the person. Today there are software and AI-enabled solutions that recruiters can use to skim through a vast population of CVs to focus on the most suitable options and to find the ideal match.

4. Developing

Quite a few organizations today operate on the idea of hiring for attitude and training for skills. This makes sense because while you would want a predisposition to certain skill-sets, it is the person that you are hiring and not the CV. Developing employees to help them grow with the organization and training them for the expertise needed to contribute to business success also builds loyalty and improves employee engagement. This begins with an effective onboarding program to help the employee settle into the new role, followed by providing ample opportunities for enhancing the skills, aptitude and proficiency while also enabling growth through counseling, coaching, mentoring and job-rotation schemes.

Talent Management Process



5. Retaining

For any organization to be truly successful, sustainably, talent needs to be retained effectively. Most organizations try to retain their best talent through promotions and increments, offering opportunities for growth, encouraging involvement in special projects and decision-making, training for more evolved roles and rewards and recognition programs.

6. Transitioning

Effective talent management focuses on a collective transformation and evolution of the organization through the growth of individual employees. This involves making each employee feel that they are a part of a bigger whole. Providing retirement benefits, conducting exit interviews and effective succession planning might seem like unrelated career points but they are all transition tools that enable the shared journey.

Talent Management Process



Talent Management Strategy

1. Detailed job descriptions

A well-informed, detailed job description helps the sourcer, the sourcing software, and the candidate understand the job-role better. Generic job descriptions only serve to confuse all parties involved in the talent acquisition process and lead to a wave of irrelevant applications. Information that must be a part of the job description includes the following:

- Job title and location
- Overall duties
- Skills required
- Reporting lines
- Tools and equipment used
- Salary and benefits



Talent Management Strategy

2. Person-organization fit

An employee that does not fit into the organizational culture can neither be the happiest employee nor the most sustainably productive one. While the culture can be difficult to define in words, it is prevalent in actions and quite easy to understand whether a candidate would be a good fit or not. Personal and organizational values need to have a certain degree of overlap for any employee to feel at home within the organization. Without a comfortable person-organization fit, the most amount of time, effort and energy would go into attempts at adjustment. Hiring candidate with the right P-O fit (or PE fit) thus greatly improves the chances of better employee engagement, higher employee satisfaction, and usually better performance.



3. Collaborate-coach-evolve

An important strategy to make talent management more effective involves creating a culture of coaching, mentoring (even reverse mentoring) and collaboration. Constructive feedback goes a long way when it comes to helping employees evolve and develop their skills and expertise. Managing talent is thus also about preparing them for the future of the organization – to be ready for changes down the path and to be able to rely on each other.

Talent Management Strategy

4. Reward and recognize right

The process of rewards and recognition forms an important part of the strategy to motivate, engage and manage employees better. This goes beyond financial rewards and bonus packages. Studies point towards the fact that employees often want R&R schemes that motivate them with “prizes” that are most relevant to them as individuals. This is a great opportunity for organizations to show their employees how much they care for them as persons and as integral aspects of the organizational machinery.

5. Opportunities for continuous improvement

Managing talent needs to be put in the context of the future that the organization has envisioned for itself. Thus, employees need to be equipped with the right tools to be able to maximize their own potential. For the continuous improvement of the organization, there needs to be the scope and opportunities for the continuous development of its employees. Moreover, this ensures that the cumulative skills within the organization is updated, upgraded and upscaled.





Lesson 14

Change Management

Change Management

Organizational change refers broadly to the actions a business takes to change or adjust a significant component of its organization. This may include company culture, internal processes, underlying technology or infrastructure, corporate hierarchy, or another critical aspect.

Change management is the process of guiding organizational change to fruition, from the earliest stages of conception and preparation, through implementation and, finally, to resolution. An effective management strategy is crucial to ensure businesses successfully transition and adapt to any changes that may occur.

Organizational change can be either adaptive or transformational:



- Adaptive changes are small, gradual, iterative changes that an organization undertakes to evolve its products, processes, workflows, and strategies over time. Hiring a new team member to address increased demand or implementing a new work-from-home policy to attract more qualified job applicants are both examples of adaptive changes.
- Transformational changes are larger in scale and scope and often signify a dramatic and, occasionally sudden, departure from the status quo. Launching a new product or business division, or deciding to expand internationally, are examples of transformational change.

History of Change Management



- The philosophies behind today's change management practices are structured to anticipate the challenges of organizational change. This framework emerged in the 1940s and was adopted by businesses later in the century, and continued to evolve over time.
- The concept of change management dates back to the early to mid-1900s. Kurt Lewin's 3-step model for change was developed in the 1940s; Everett Rogers' book Diffusion of Innovations was published in 1962, and Bridges' Transition Model was developed in 1979. However, it wasn't until the 1990s that change management became well known in the business environment, and formal organizational processes became available in the 2000s.
- There are concrete reasons for accelerated growth in the change management industry. Products, technology, or ideas that used to take years to design, develop, test, and deploy are now being squeezed down to months or even weeks. The evolving consumer expectations for better, faster, and cheaper products also drive the need to reorganize the work culture to meet demand. Books touting these concepts run from the obvious, such as Change the Culture, Change the Game by Roger Connors and Tom Smith, to Alan Deutschman's dire call to action in Change or Die, Linda Ackerman Anderson's Beyond Change Management, and Daryl Conner's Managing at the Speed of Change. In addition, models and certifications from The Association of Change Management Professionals have come to life in support of this growing industry.

The 8 Steps for Leading Change



Kotter's award-winning methodology is the proven approach to producing lasting change.

➤ 01. Create A Sense of Urgency

Inspire people to act – with passion and purpose – to achieve a bold, aspirational opportunity. Build momentum that excites people to pursue a compelling (and clear) vision of the future together.

➤ 02. Build A Guiding Coalition

A volunteer network needs a coalition of committed people – born of its own ranks – to guide it, coordinate it, and communicate its activities.

➤ 03. Form A Strategic Vision

Clarify how the future will be different from the past and get buy-in for how you can make that future a reality through initiatives linked directly to the vision.

➤ 04. Enlist A Volunteer Army

Large-scale change can only occur when massive numbers of people rally around a common opportunity. At an individual level, they must want to actively contribute. Collectively, they must be unified in the pursuit of achieving the goal together.

The 8 Steps for Leading Change



➤ 05. Enable Action By Removing Barriers

Remove the obstacles that slow things down or create roadblocks to progress. Clear the way for people to innovate, work more nimbly across silos, and generate impact quickly.

➤ 06. Generate Short-Term Wins

Wins are the molecules of results. They must be recognized, collected, and communicated – early and often – to track progress and energize volunteers to persist.

➤ 07. Sustain Acceleration

“The way that you can guarantee success in a difficult change... is to not skip any of the steps or the learnings.”

➤ 08. Institute Change

Articulate the connections between new behaviors and organizational success, making sure they continue until they become strong enough to replace old habits. Evaluate systems and processes to ensure management practices reinforce the new behaviors, mindsets, and ways of working you invested in.

ADKAR Model



The Prosci ADKAR® Model is one of the two foundational models of the Prosci Methodology, in addition to the PCT Model. The word “ADKAR” is an acronym for the five outcomes an individual needs to achieve for a change to be successful: Awareness, Desire, Knowledge, Ability and Reinforcement.

The model was developed nearly two decades ago by Prosci founder Jeff Hiatt after studying the change patterns of more than 700 organizations. The ADKAR Model is used by thousands of change leaders around the world.

This powerful model is based on the understanding that organizational change can only happen when individuals change. Whereas the Prosci 3-Phase Process is a framework for organizational change, the ADKAR Model focuses on individual change—guiding individuals through a particular change and addressing any roadblocks or barrier points along the way.

ADKAR Model

A	Awareness – Of the need for change
D	Desire – To participate and support the change
K	Knowledge – On how to change
A	Ability – To implement desired skills & behaviors
R	Reinforcement – To sustain the change

The 5 elements of the ADKAR Model

Organizational changes often fail because employees don't understand the importance of getting on board the change or how to successfully make the change. They simply understand that a change is happening. And leaders are often not equipped to engage individuals effectively during the change and to manage any potential resistance.

The ADKAR Model addresses these challenges by equipping leaders with the right strategies and tools, and individuals with the right information, motivation and ability to successfully move through changes in the organization.

By outlining the goals and outcomes of successful change, the ADKAR Model enables leaders and change management teams to focus their activities on what will drive individual change and therefore achieve organizational results.

Applying the ADKAR Model to change initiative

A	Awareness – Of the need for change
D	Desire – To participate and support the change
K	Knowledge – On how to change
A	Ability – To implement desired skills & behaviors
R	Reinforcement – To sustain the change

Activities for moving individuals through ADKAR transitions happen during Phase 2 – Manage Change of the Prosci 3-Phase Process, and are scalable to fit your needs. You apply the ADKAR Model using Proxima, an innovative online tool you access via the Prosci Hub Solution Suite in the Prosci Portal.

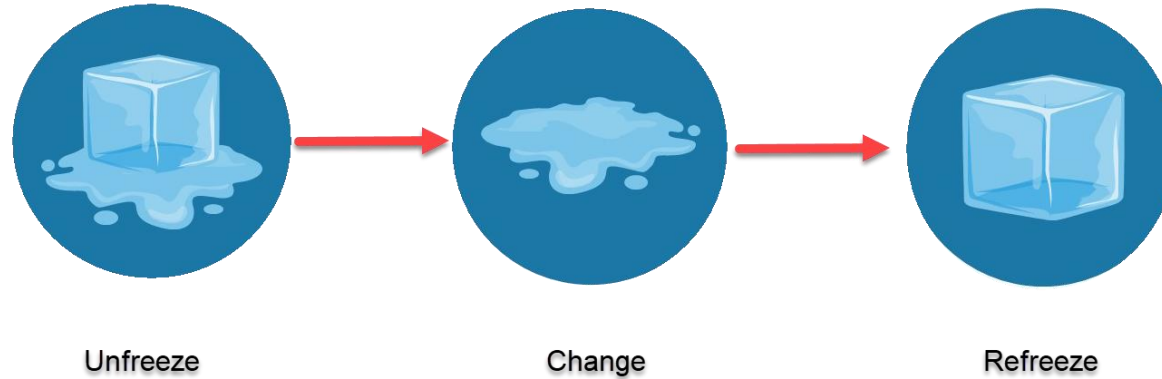
In Proxima, you use tools such as the ADKAR Blueprint—the backbone of Prosci change management—to identify milestones, target dates and anticipated gaps. You also use the ADKAR Blueprint to help in developing your change management plans, such as the Sponsor Plan and People Manager Plan.

The ADKAR Assessment helps to identify any barrier points to change for individual roles so you can support these individuals in progressing through the change. ADKAR status checks along the way are key to project success. Practitioners use both the Prosci ADKAR Model and the Prosci 3-Phase Process to achieve sustainable change.

Lewin's Change Management Model



Lewin's Change Management Model



Kurt Lewin's Change Management Model

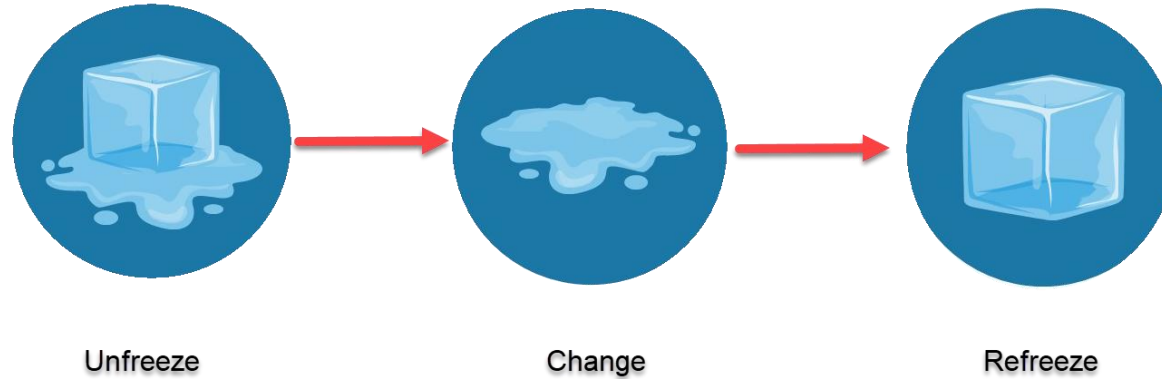
Kurt Lewin, a physicist and a social scientist explained a three-stage change process as “Unfreeze -> Change -> Refreeze” using the analogy of changing the shape of a block of ice. Lewin's Change Management Model framework is both simple & easy to understand for managing change.

So how to transform an ice cube into an ice cone?

Stages of Change: Unfreeze -> Change -> Refreeze

Consider you have an ice cube, and you wish to transform/change it into an ice cone. Kurt used physicist knowledge and drew a parallel analogy to explain the change in an organisational context. He theorised one must melt the ice first to make it amenable to change (unfreeze) and then mould the iced water into the shape you want (change). Finally, it would be best if you solidified the new form (refreeze).

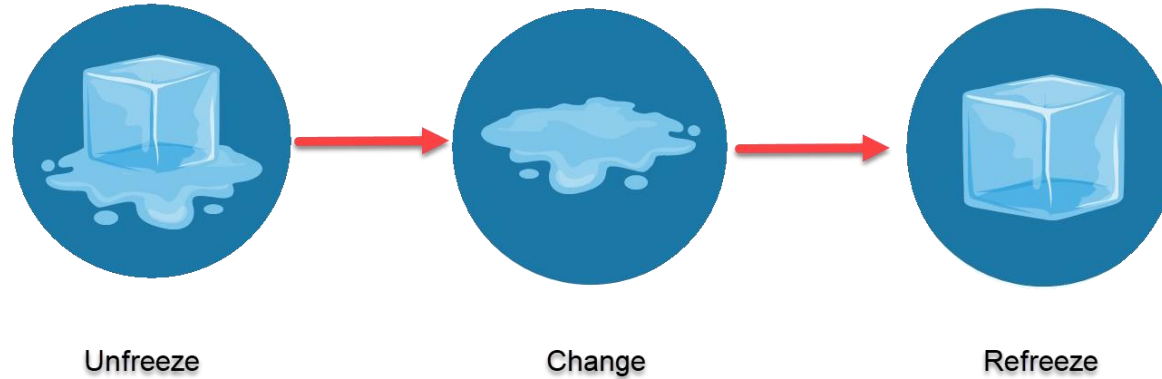
Lewin's Change Management Model



Lewin's Change Model, AKA Unfreeze, Change, Refreeze, suggested perceiving the change as a three distinct process stage. It asks to prepare yourself & the organisation for the upcoming change and make and validate the plan to manage the change/transformation. He argued unpreparedness and surprises often cause much unnecessary turmoil, chaos, and setbacks.

For any successful change to occur, one must first start by understanding why the change must occur and re-examine cherished assumptions. During the unfreezing stage, ensure to generate motivation for successful change & transition to transpire.

Lewin's Change Management Model



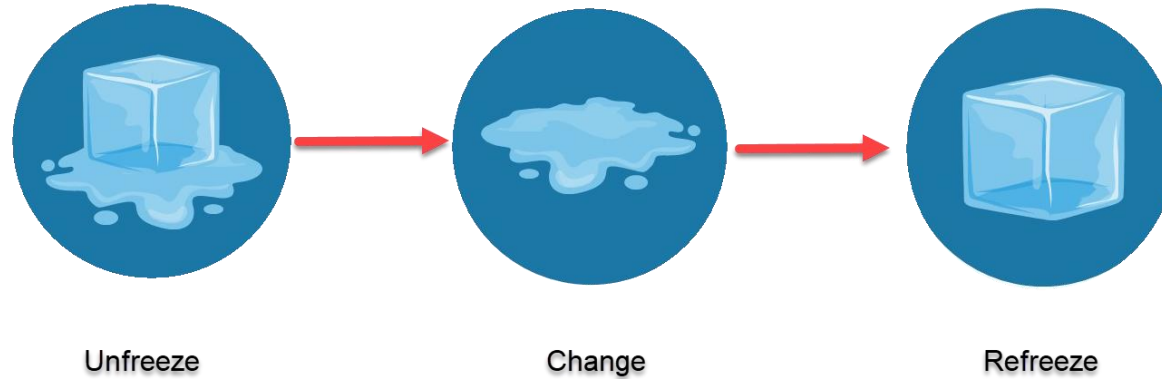
➤ **Unfreeze – Determine what needs to change**

This first stage of change requires preparing the organisation for breaking down the existing status quo, recognising that change and a new way of operating are needed.

The key to this is developing a compelling message showing why the existing way of doing things cannot continue. Deep data analytics, AI, Machine learnings and statistics are your friends; use these tools to your advantage to highlight poor financial results, declining sales figures, poor customer satisfaction, or suchlike. Show & demonstrate things must change in a way that everyone can understand.

To prepare & set the organisation for a successful change, challenge its current core beliefs, values, and behaviours. Like a building structure, carefully examine its foundations, and be well-prepared to amend, replace or even start again if you wish to have a stable building structure or risk collapse.

Lewin's Change Management Model



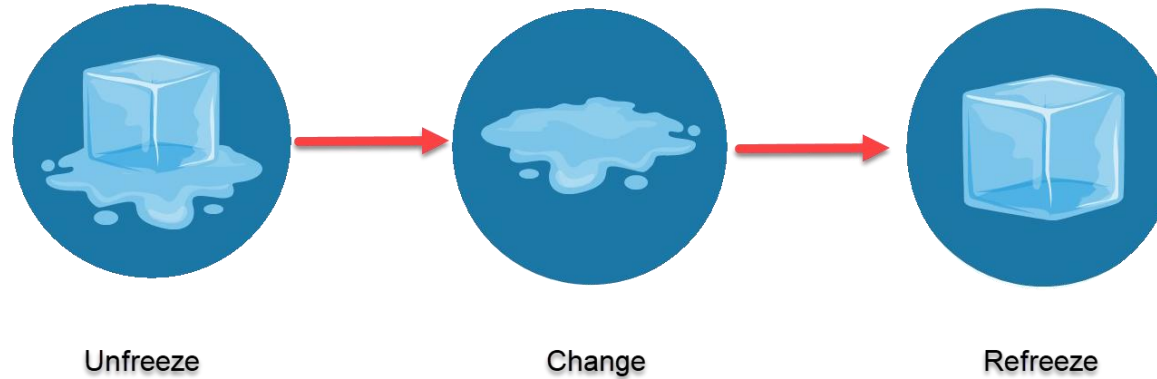
➤ Change

Tension and crisis created in the unfreeze stage uplift the desire to resolve uncertainty. Promote innovation, a new way of doing, working, and looking at things. The unfreeze-to-change transition does not happen overnight. It takes time for people to align with the new direction, embrace the change transition and participate both positively & proactively. People need to see the opportunity – how it may help the organisation and them. And also how your vision, strategy, and change drive will help the organisation and themselves succeed before they support/contribute. Change becomes easier once people start to believe, appreciate, and support the new direction.

○ Change Recap

Describe the benefits of change, use all channels to communicate effectively, and paint a visual picture. Describe and explain – how the changes will affect people and prepare them for what is coming. Use effective communication to dispel the rumours and answer questions and concerns openly and honestly. Empower action, involve people in the process, provide involvement opportunities, and deal with problems immediately. Generate and celebrate short-term wins to reinforce the change.

Lewin's Change Management Model



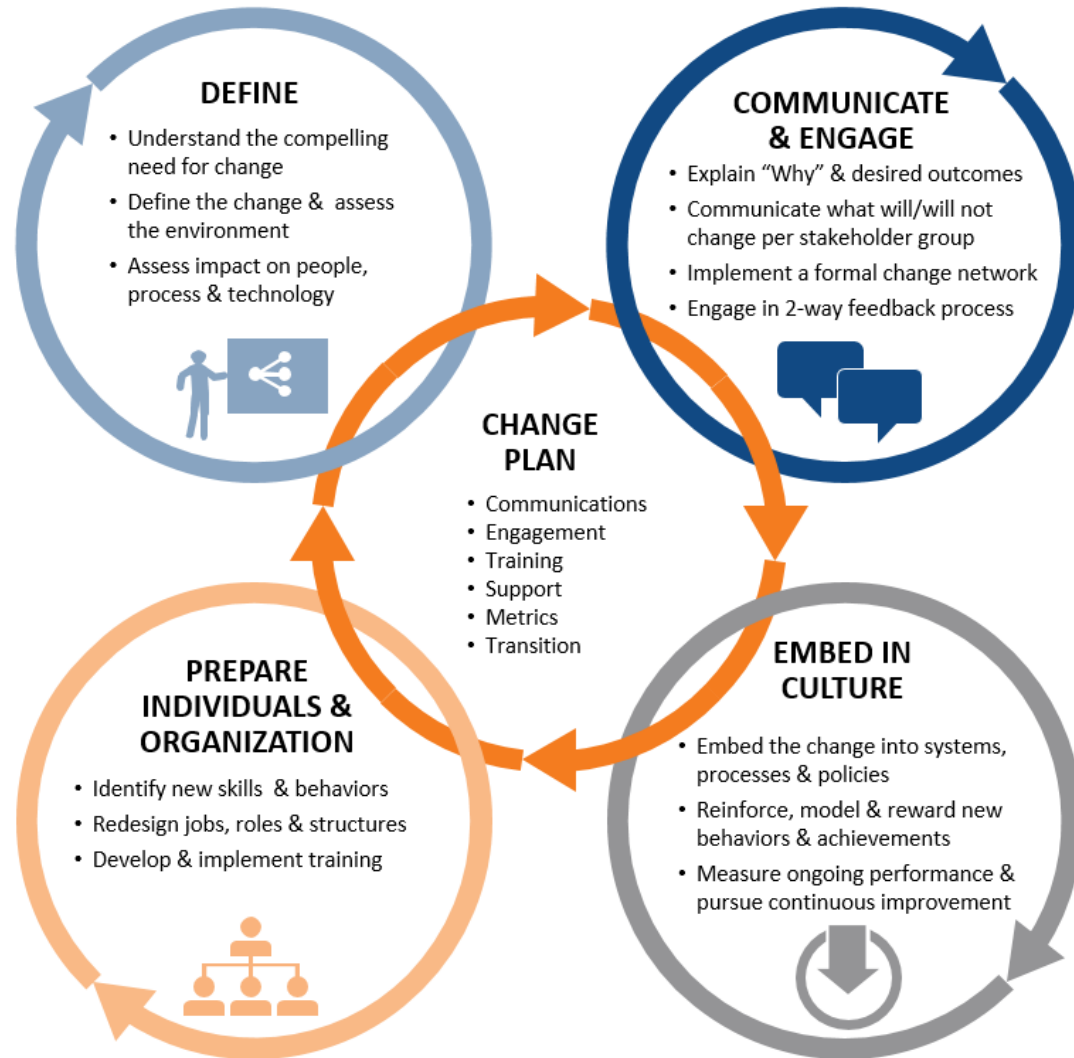
➤ Refreeze

Even though change is a constant, final stage refreezing is particularly important. In the absence of the refreeze or anchor state, the organization may end up in a never-ending "change trap" loop.

And it will be challenging to effectively tackle the next change initiative without a new frozen state. You won't convince people of a new change unless you have allowed the most recent change to sink in. People will lack the motivation to implement and onboard another new change.

The organization is ready to refreeze when people have embraced the new ways of working and changes are taking shape. A stable organization chart and consistent job descriptions and suchlike are key outward signs of the refreeze. In the refreeze stage, help people and the organization internalise or institutionalise the changes. Ensure to use changes all the time and incorporate them into everyday business. Employees will feel more confident and comfortable with the new ways of working & a new sense of stability.

Change Management Process



Change management processes should include the following steps: First, identify opportunities for improvement and secure approval from stakeholders. Then, make a plan and evaluate your processes. Communicate the changes, monitor progress, and continue to assess any risks.

All organizations constantly experience change, whether caused by new technology implementations, process updates, compliance initiatives, reorganization, or customer service improvements. But, this isn't necessarily negative — in fact, change is often necessary for growth and profitability. A consistent change management process will aid in minimizing the negative impact of change on your organization and staff.

8 Essential Steps for an Effective Change Management Process



➤ 1. Identify What Will Be Improved

Since most change occurs to improve a process, a product, or an outcome, it is critical to identify the focus and to clarify goals. This also involves identifying the resources and individuals that will facilitate the process and lead the endeavor. Most change systems acknowledge that knowing what to improve creates a solid foundation for clarity, ease, and successful implementation.

➤ 2. Present a Solid Business Case to Stakeholders

There are several layers of stakeholders that include upper management who both direct and finance the endeavor, champions of the process, and those who are directly charged with instituting the new normal. All have different expectations and experiences and there must be a high level of "buy-in" from across the spectrum. The process of onboarding the different constituents varies with each change framework, but all provide plans that call for the time, patience, and communication.

8 Essential Steps for an Effective Change Management Process



➤ 3 .Plan for the Change

This is the "roadmap" that identifies the beginning, the route to be taken, and the destination. You will also integrate resources to be leveraged, the scope or objective, and costs into the plan. A critical element of planning is providing a multi-step process rather than sudden, unplanned "sweeping" changes. This involves outlining the project with clear steps with measurable targets, incentives, measurements, and analysis. For example, a well-planned and controlled change management process for IT services will dramatically reduce the impact of IT infrastructure changes on the business. There is also a universal caution to practice patience throughout this process and avoid shortcuts.

➤ 4. Provide Resources and Use Data for Evaluation

As part of the planning process, resource identification and funding are crucial elements. These can include infrastructure, equipment, and software systems. Also consider the tools needed for re-education, retraining, and rethinking priorities and practices. Many models identify data gathering and analysis as an underutilized element. The clarity of clear reporting on progress allows for better communication, proper and timely distribution of incentives, and measuring successes and milestones.

8 Essential Steps for an Effective Change Management Process



➤ 5. Communication

This is the "golden thread" that runs through the entire practice of change management. Identifying, planning, onboarding, and executing a good change management plan is dependent on good communication. There are psychological and sociological realities inherent in group cultures. Those already involved have established skill sets, knowledge, and experiences. But they also have pecking orders, territory, and corporate customs that need to be addressed. Providing clear and open lines of communication throughout the process is a critical element in all change modalities. The methods advocate transparency and two-way communication structures that provide avenues to vent frustrations, applaud what is working, and seamlessly change what doesn't work.

➤ 6. Monitor and Manage Resistance, Dependencies, and Budgeting Risks

Resistance is a very normal part of change management, but it can threaten the success of a project. Most resistance occurs due to a fear of the unknown. It also occurs because there is a fair amount of risk associated with change – the risk of impacting dependencies, return on investment risks, and risks associated with allocating budget to something new. Anticipating and preparing for resistance by arming leadership with tools to manage it will aid in a smooth change lifecycle.

8 Essential Steps for an Effective Change Management Process



➤ 7. Celebrate Success

Recognizing milestone achievements is an essential part of any project. When managing a change through its lifecycle, it's important to recognize the success of teams and individuals involved. This will help in the adoption of both your change management process as well as adoption of the change itself.

➤ 8. Review, Revise and Continuously Improve

As much as change is difficult and even painful, it is also an ongoing process. Even change management strategies are commonly adjusted throughout a project. Like communication, this should be woven through all steps to identify and remove roadblocks. And, like the need for resources and data, this process is only as good as the commitment to measurement and analysis.

Change Management



Change management can be defined in many ways, including as:

- The range of the processes, tools and techniques to manage the people side of change to achieve its required business outcomes. It is the systematic management of employee engagement and acceptance how work will be done when the organization changes. Ultimately, change management focuses on how to help employees embrace, adopt and utilize a change in their day-to-day work.
- Adopting processes for managing change that are appropriate to the essence, attribute and context of the change being managed. It is focused on achieving successful results.
- Success in getting people to change their behavior.
- The process by which an organization prepares for and adapts to change.
- A means of reducing the uncertainty which transformation to an organization's values and culture inevitable entails.

Supporting Tools and Components for Implementing Change Management Processes

Effective change management processes rely on supporting activities and tools, which are often developed and managed by the change management team or other stakeholders. We've included examples of tools for implementing change management below:



- Product or Business Roadmaps
- Readiness Assessments
- Training Tutorials and Education Sessions
- Stakeholder Feedback Forums
- Post Mortem Review
- Measurements and Analytics
- Resistance Management
- Continuous Improvement Plan
- Business Case

Change Management Strategy

Change is the implementation of new processes, procedures, technologies, systems, structure, job redistribution .. intended to realign an organization with the changing demands of its business environment, or to capitalize on business opportunities. Three dimensions of change can be distinguished:

- **Context** (the internal and external environment) – WHERE.
- **Content** (strategy, structure, technology, product/service, goals) – WHAT.
- **Process** (change process implementation) – HOW (Pettigrew and Whipp).

Two other dimensions can be added:

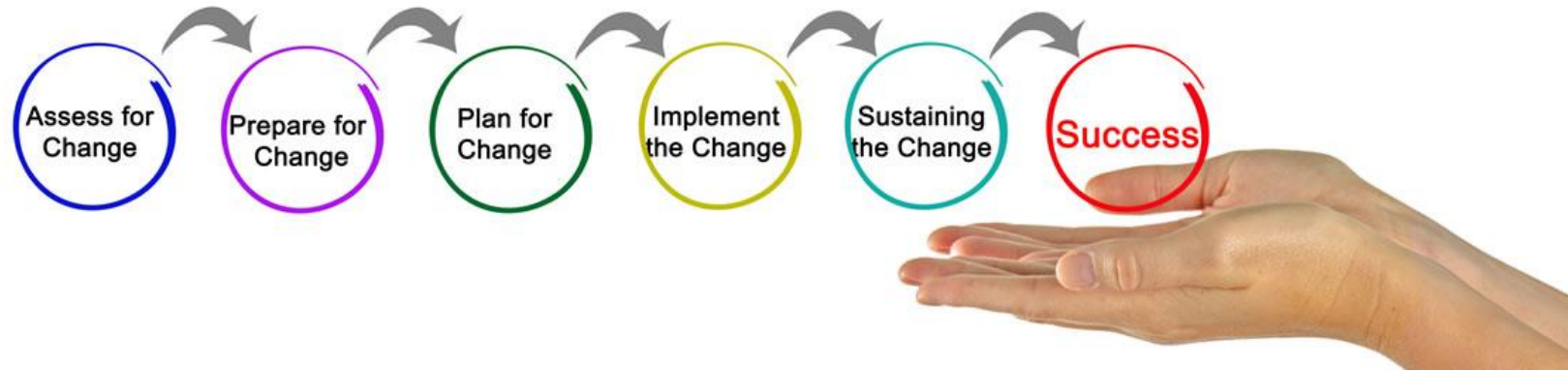
- **People** (behavior, skills, culture, mindset, suggestion, devotion) – WHO.
- **Purpose** (reasons for taking changes) – WHY.

All five dimensions should be integrated in one unified change strategy that moves organization to where it chooses to be in future. Although unusually important factor, change management does not only apply to people, processes that work for people and strategy. Change usually involves seven overlapping aspects: people, processes, strategy, culture, technology, task and design. To properly implement a change all aspects should be in balance.



Change Management

Changes in one area will usually have an impact on another area. As well, organizations evolve through a life cycle, with each evolving stage raising change challenges.



Both internal and external pressures can cause a change. External pressures could be changes in global markets, global competition, changing in customer demand, technological advances, new government legislations or any other social, political or economic pressure. Internal pressures could be performance, costs, accommodation or human resource issues, the need to review policies and procedures, low morale, changing customer needs etc. Change whether caused by internal or external sources, large or small, involves adopting new/different perspective, processes, policies, routine and attitudes.

Commitment, competence, and structure are three key components necessary for any successful change.

As change in its broadest sense, is a planned or unplanned response to pressures and forces, there are a number of ways in which change can be categorized.

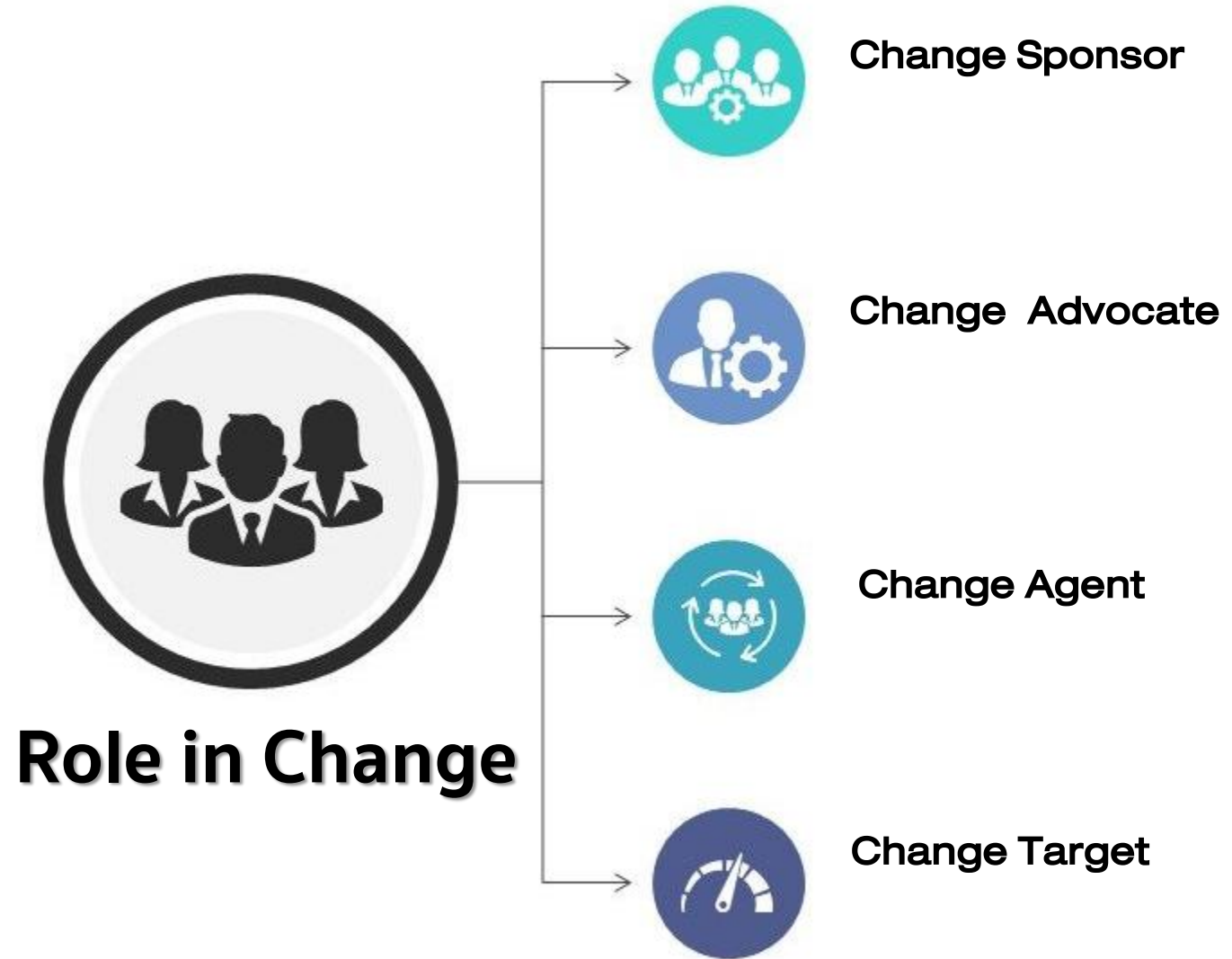
Successful change management

Successful change management involves these stages:

- Diagnose the current state of the organization. Determining the need for change. Can be triggered by on-going business analysis, changes to external conditions, identification of new opportunities etc.
- Design the desired future state of the organization/formulate change. Developing a case for change convincingly and credibly.
- Communicate the need/vision for change and involve people in developing the change, explaining why and how the new situation will be better.
- Developing an complete, clear and current action plan for change. Clear change management plan, inter alia, enable to define what changes will occur, who will carry out these changes, by when they will take place, how long it will take, what resources (i.e., money, staff) are needed to carry out these changes and design communication plan (who should know what).
- Implement and monitor the changes by managing the change process, seeking tangible benefits and embedding new solutions, processes and cultures into every day activity.
- Manage transition.
- Sustain change.
- Evaluate progress and follow-up.



Role in Change



Role in Change



Employee-Facing Roles



Sponsor

- Authorize the change
- Fulfill three key roles: (ABCs)
 - Actively and visibly participate throughout the project
 - Build a coalition of sponsorship with peers and managers
 - Communicate directly with employees



People Manager

- Support their direct reports in their change journeys
- Fulfill five key roles: (CLARC)
 - Communicator
 - Liaison
 - Advocate
 - Resistance Manager
 - Coach

Enabling Roles



Change Practitioner

- Apply structure and intent to change
- Enable and equip other change roles
- Collaborate on a unified approach with the project manager



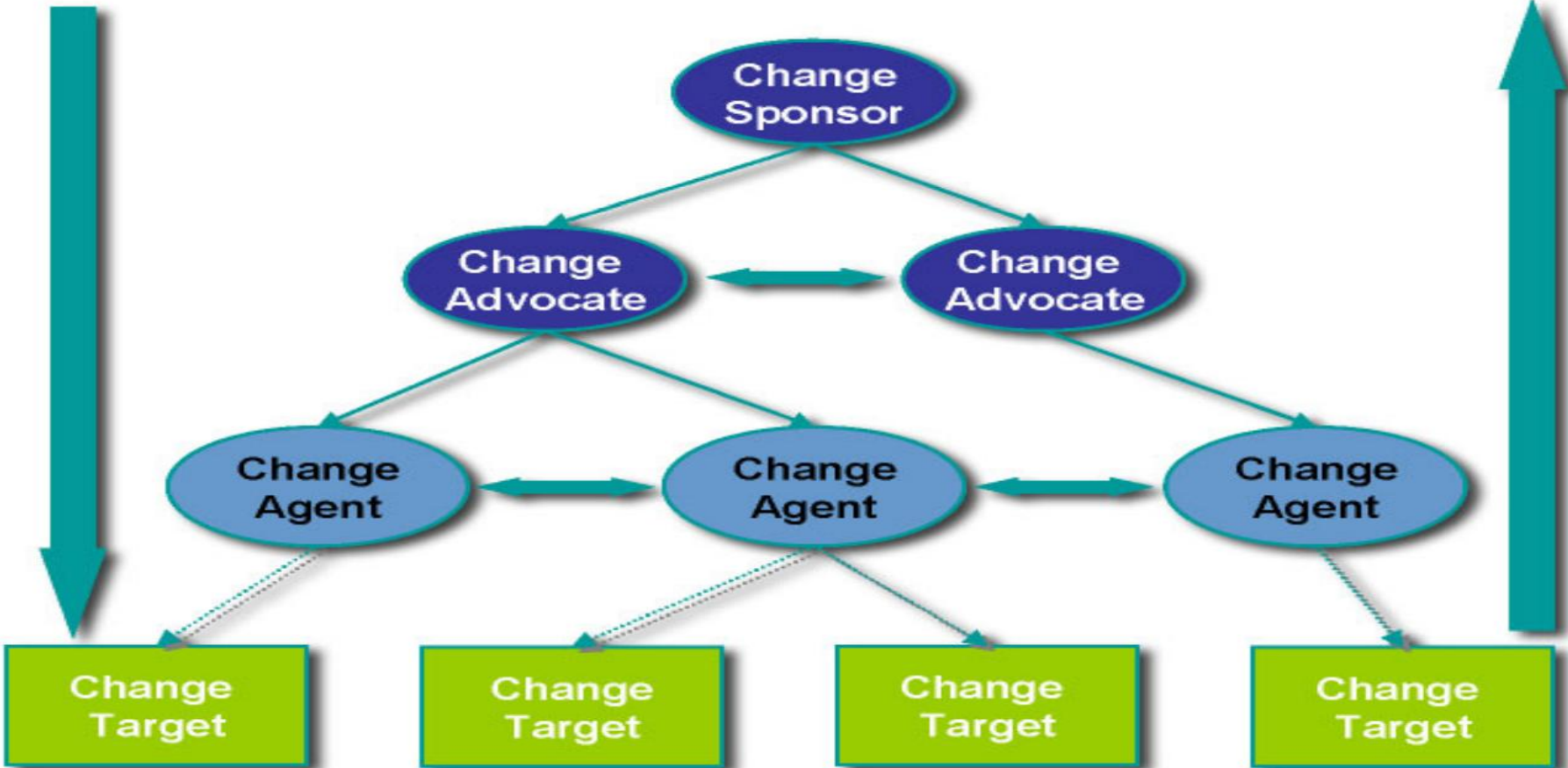
Project Manager

- Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning
- Collaborate on a unified approach with the change practitioner

Critical Skill of Change Agent



Change Network



Change Impact



Change Impact



A person in a dark suit and white shirt is shown from the chest down, holding a glowing blue globe with both hands. The globe is surrounded by a network of glowing blue lines. The words "RISK MANAGEMENT" are written in large, white, bold, sans-serif capital letters across the center of the globe. Surrounding the globe are several hexagonal icons, each containing a white business-related symbol: a bar chart with an upward arrow, a bar chart with an umbrella, a bar chart with a magnifying glass, a bar chart with a hand holding it, a bar chart with a magnifying glass, a bar chart with a line graph, a bar chart with a pie chart, a bar chart with a person standing next to it, a bar chart with a line graph, a bar chart with a line graph, a bar chart with a line graph, and a bar chart with a line graph.

RISK MANAGEMENT



- Risk management is the process of identifying, assessing and controlling financial, legal, strategic and security risks to an organization's capital and earnings. These threats, or risks, could stem from a wide variety of sources, including financial uncertainty, legal liabilities, strategic management errors, accidents and natural disasters.
- If an unforeseen event catches your organization unaware, the impact could be minor, such as a small impact on your overhead costs. In a worst-case scenario, though, it could be catastrophic and have serious ramifications, such as a significant financial burden or even the closure of your business.
- To reduce risk, an organization needs to apply resources to minimize, monitor and control the impact of negative events while maximizing positive events. A consistent, systemic and integrated approach to risk management can help determine how best to identify, manage and mitigate significant risks.

Risk Management

- In the financial world, risk management is the process of identification, analysis, and acceptance or mitigation of uncertainty in investment decisions. Essentially, risk management occurs when an investor or fund manager analyzes and attempts to quantify the potential for losses in an investment, such as a moral hazard, and then takes the appropriate action (or inaction) given the fund's investment objectives and risk tolerance.
- Risk is inseparable from return. Every investment involves some degree of risk, which is considered close to zero in the case of a U.S. T-bill or very high for something such as emerging-market equities or real estate in highly inflationary markets. Risk is quantifiable both in absolute and in relative terms. A solid understanding of risk in its different forms can help investors to better understand the opportunities, trade-offs, and costs involved with different investment approaches.



Risk Management Process

- At the broadest level, risk management is a system of people, processes and technology that enables an organization to establish objectives in line with values and risks.
- A successful risk assessment program must meet legal, contractual, internal, social and ethical goals, as well as monitor new technology-related regulations. By focusing attention on risk and committing the necessary resources to control and mitigate risk, a business will protect itself from uncertainty, reduce costs and increase the likelihood of business continuity and success.
- Three important steps of the risk management process are risk identification, risk analysis and assessment, and risk mitigation and monitoring.



Risk Management Structures

- Risk management structures are tailored to do more than just point out existing risks. A good risk management structure should also calculate the uncertainties and predict their influence on a business. Consequently, the result is a choice between accepting risks or rejecting them. Acceptance or rejection of risks is dependent on the tolerance levels that a business has already defined for itself.
- If a business sets up risk management as a disciplined and continuous process for the purpose of identifying and resolving risks, then the risk management structures can be used to support other risk mitigation systems. They include planning, organization, cost control, and budgeting. In such a case, the business will not usually experience many surprises, because the focus is on proactive risk management.



Response to Risks

Response to risks usually takes one of the following forms:

- **Avoidance:** A business strives to eliminate a particular risk by getting rid of its cause.
- **Mitigation:** Decreasing the projected financial value associated with a risk by lowering the possibility of the occurrence of the risk.
- **Acceptance:** In some cases, a business may be forced to accept a risk. This option is possible if a business entity develops contingencies to mitigate the impact of the risk, should it occur.

When creating contingencies, a business needs to engage in a problem-solving approach. The result is a well-detailed plan that can be executed as soon as the need arises. Such a plan will enable a business organization to handle barriers or blockage to its success because it can deal with risks as soon as they arise.



Importance of Risk Management

Risk management is an important process because it empowers a business with the necessary tools so that it can adequately identify and deal with potential risks. Once a risk has been identified, it is then easy to mitigate it. In addition, risk management provides a business with a basis upon which it can undertake sound decision-making.

For a business, assessment and management of risks is the best way to prepare for eventualities that may come in the way of progress and growth. When a business evaluates its plan for handling potential threats and then develops structures to address them, it improves its odds of becoming a successful entity.

In addition, progressive risk management ensures risks of a high priority are dealt with as aggressively as possible. Moreover, the management will have the necessary information that they can use to make informed decisions and ensure that the business remains profitable.



Risk Analysis Process



➤ 1. Identify existing risks

Risk identification mainly involves brainstorming. A business gathers its employees together so that they can review all the various sources of risk. The next step is to arrange all the identified risks in order of priority. Because it is not possible to mitigate all existing risks, prioritization ensures that those risks that can affect a business significantly are dealt with more urgently.

➤ 2. Assess the risks

In many cases, problem resolution involves identifying the problem and then finding an appropriate solution. However, prior to figuring out how best to handle risks, a business should locate the cause of the risks by asking the question, “What caused such a risk and how could it influence the business?”

Risk Analysis Process



➤ 3. Develop an appropriate response

Once a business entity is set on assessing likely remedies to mitigate identified risks and prevent their recurrence, it needs to ask the following questions: What measures can be taken to prevent the identified risk from recurring? In addition, what is the best thing to do if it does recur?

➤ 4. Develop preventive mechanisms for identified risks

Here, the ideas that were found to be useful in mitigating risks are developed into a number of tasks and then into contingency plans that can be deployed in the future. If risks occur, the plans can be put to action.

RISK MANAGEMENT

Risk management is the continuing process to identify, analyze, evaluate, and treat loss exposures and monitor risk control and financial resources to mitigate the adverse effects of loss.

Loss may result from the following:

- financial risks such as cost of claims and liability judgments
- operational risks such as labor strikes
- perimeter risks including weather or political change
- strategic risks including management changes or loss of reputation
- Enterprise Risk Management, expands the province of risk management to define risk as anything that can prevent the company from achieving its objectives.

Although accidental losses are unforeseen and unplanned, there are methods which can make events more predictable. The more predictable an event, the less risk is involved since the occurrence can be prevented or mitigated; or, at minimum, expenses can be estimated and budgeted. It is this process to make loss more predictable that is at the core of insurance programs.



RISK MANAGEMENT



Risk management strategies involve many concepts. Some of them include the following concerns:

Elements of Loss Expense

- Actual damages to physical assets to repair or replace.
- Increase in expenses or reduction of revenue due to loss.
- Cost of investigation, legal fees, fines and awarded judgments.
- Loss of worker productivity and adverse publicity and public opinion.
- Higher potential insurance premiums.
- Payments made due to the death, disability or resignation of employees.

RISK MANAGEMENT

Risk Control Techniques

- Avoidance of activities which cause loss.
- Reduction of the frequency of loss - risk prevention.
- Reduction of the severity of loss - risk reduction.
- Contractual transfer of responsibility for loss occurrence.

Risk Financing Techniques

- Retention of losses either by design or omission.
- Borrowing of funds or use of bonds or use of other forms of capital
- Contractual non-insurance transfer of responsibility for loss payment.
- Insurance transfer to a non-owned insurance company when and if the exposure is insurable and the cost is not prohibitive.

Risk Management is concerned with all loss exposures, not only the ones that can be insured. Insurance is a technique to finance some loss exposures and, therefore, a part of the broader concept of managing risk; not the other way around.

MANAGING RISK



➤ Understand the risks

Begin by identifying hazards in your workplace. A hazard is anything that may cause harm, such as chemicals, electricity, or equipment.

After you determine what hazards exist in your workplace, the next step is to assess the risk these hazards pose to workers, so you can dedicate the appropriate attention and level of control to each one. The risk is the chance that somebody could be harmed by these hazards, as well as the potential severity of harm.

➤ Implement measures to control risk

The greatest risk should be addressed first. If you cannot eliminate a risk, you'll need to implement control measures to minimize it. The hierarchy of controls can help you select and implement more effective measures to control risks.

MANAGING RISK



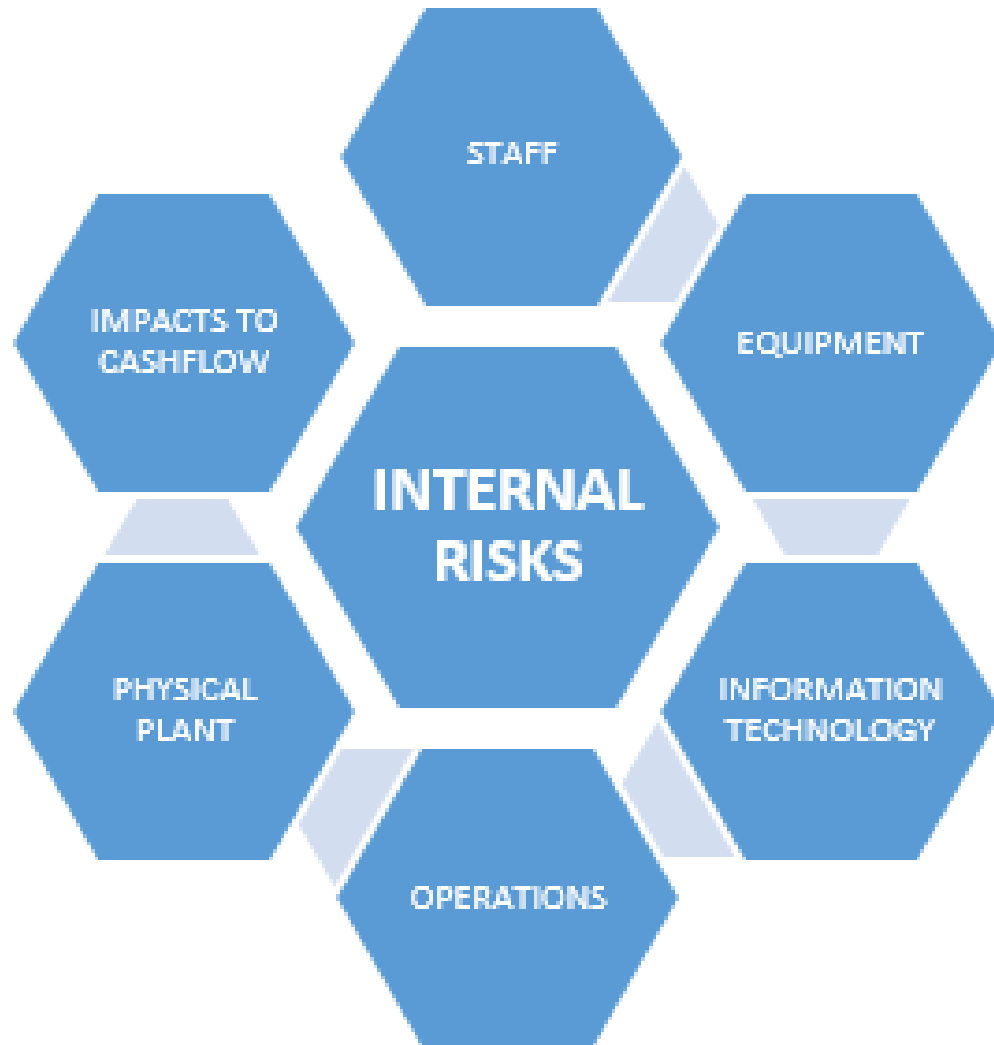
➤ **Communicate**

Make sure everyone is aware of your risk management program. Provide managers, supervisors, and workers with orientation and training on how to identify hazards and what to do to control the risks. Document and share your safe work procedures and policies with workers.

➤ **Monitor and update**

Monitor the effectiveness of the control measures in place and improve those that are not working as intended. Look for new or changing hazards and risks when you conduct your regular safety inspections, and make sure you are observing and supervising work activities that have a higher level of risk.

INTERNAL RISK



EXTERNAL RISK



Financial Risk Management



ENTERPRISE RISK MANAGEMENT

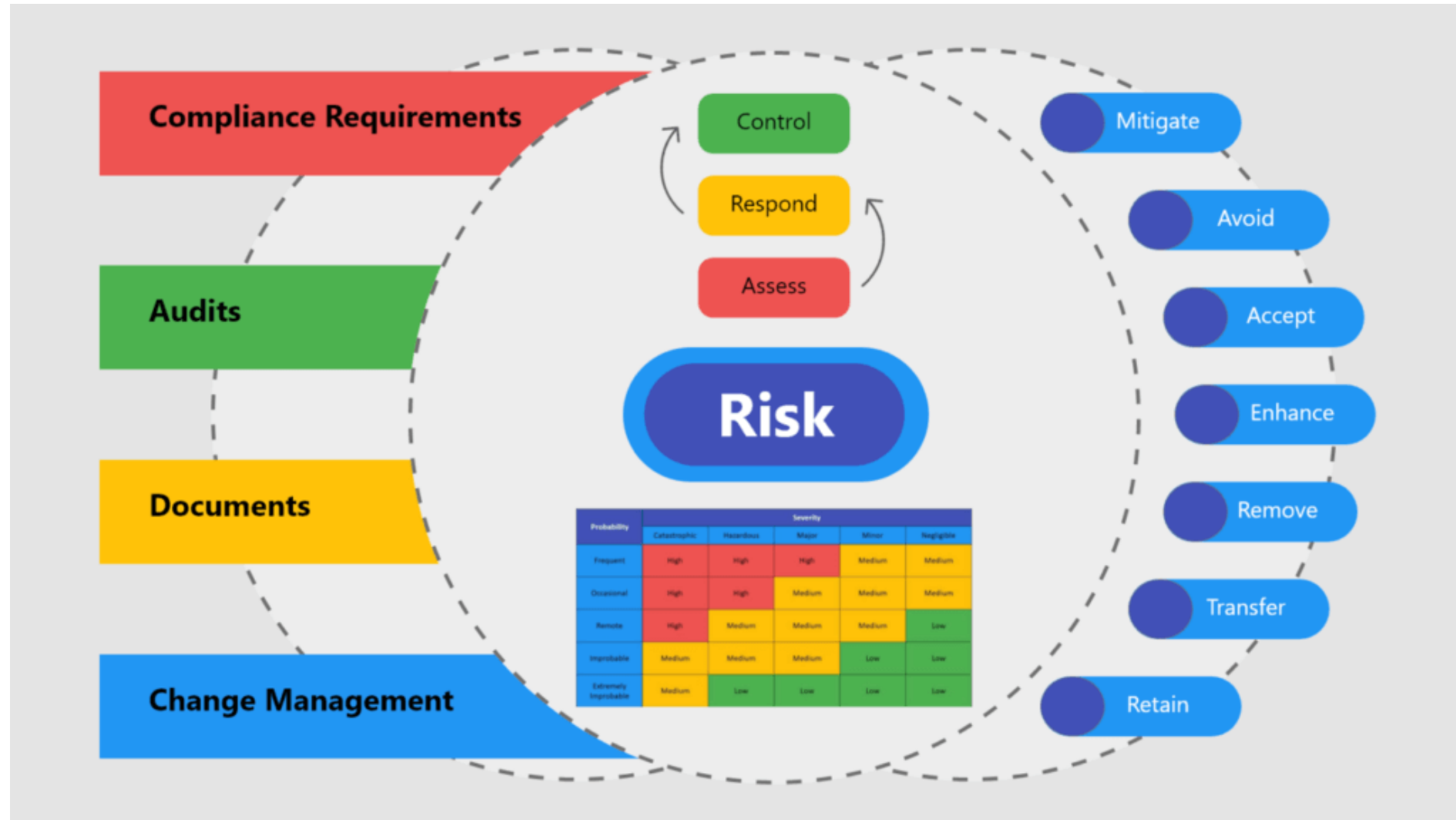
Roll out a business strategy that aims to identify, assess, and prepare for any dangers, hazards, and other potentials for disasters that may impact your organization's operations and goals.

Similarly, identify opportunities and assess them, and maximize benefits by putting plans to address positive risks.

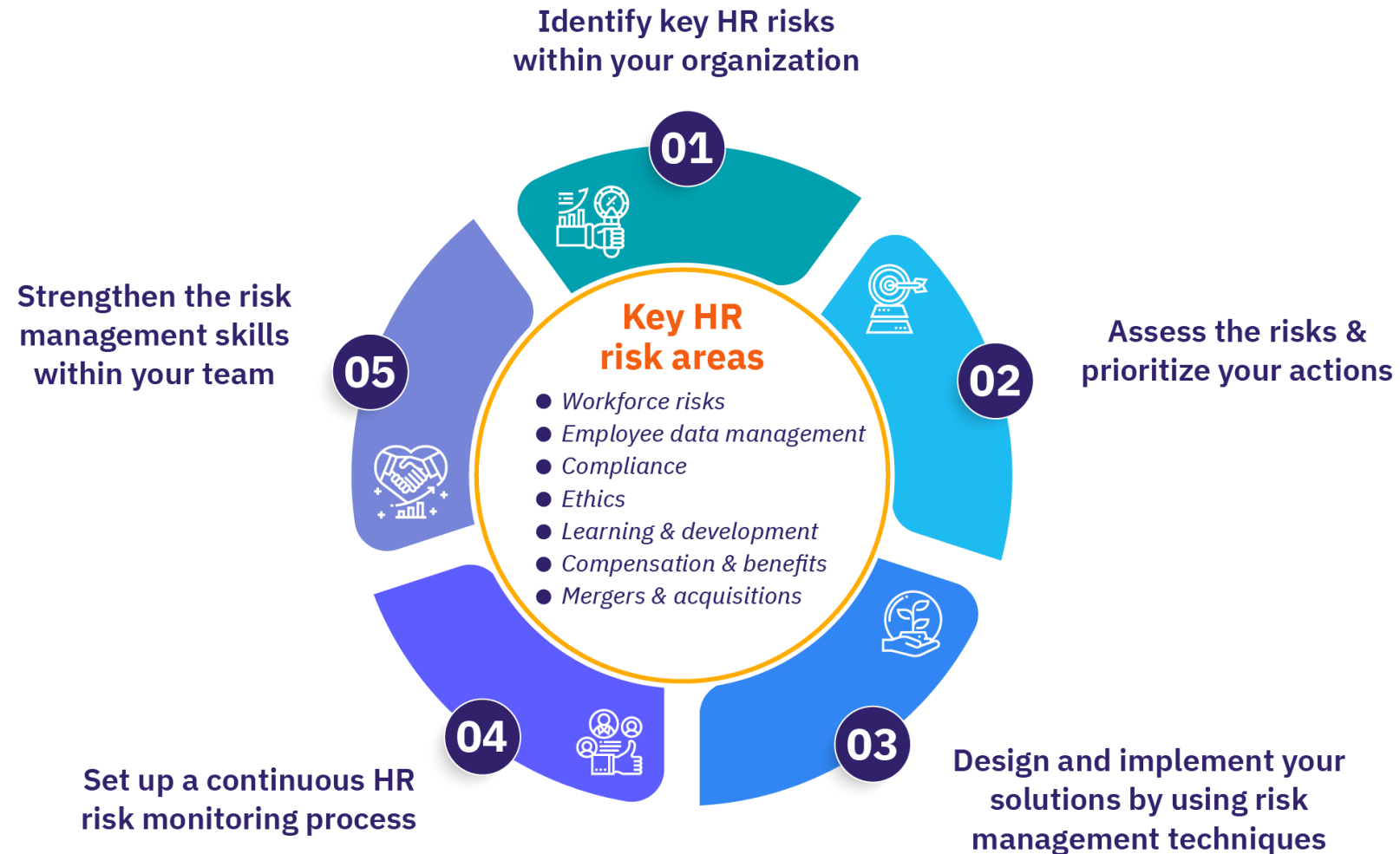
Introduce plans of actions, and make them accessible to all stakeholders. Ensure all risks and opportunities are under control while running the business successfully exceeding customers and stakeholders' expectations.



ENTERPRISE RISK MANAGEMENT



HR RISK MANAGEMENT



5 Biggest HR RISK MANAGEMENT





Lesson 15



High Performance Organization

High Performance Organization

- HIGH PERFORMANCE ORGANIZATION (HPO) Framework is the only framework in the world which gives a distinct and lasting improvement effect. All organizations worldwide that applied it with discipline have achieved better organizational results.
- The High Performance Organization (HPO) Framework is a conceptual, scientifically validated structure that managers can use for deciding what to focus on in order to improve organizational performance and make it sustainable. The HPO Framework isn't a set of instructions or a recipe that can be followed blindly. Rather it is a framework that has to be translated by managers to their specific organizational situation in their current time, by designing a specific variant of the framework fit for their organization. This is bad news for bad managers, as the HPO Framework doesn't provide a blueprint. It is however good news for good managers, as they can input their own experience, expertise and creativity while transforming their organizations into a High Performance Organization.



THE 5 SUCCESS FACTORS OF HIGH PERFORMANCE ORGANIZATION



THE 5 STRANDS OF SUCCESS



MANAGEMENT
QUALITY



CONTINUOUS
IMPROVEMENT
& RENEWAL



LONG-TERM
ORIENTATION



EMPLOYEE
QUALITY

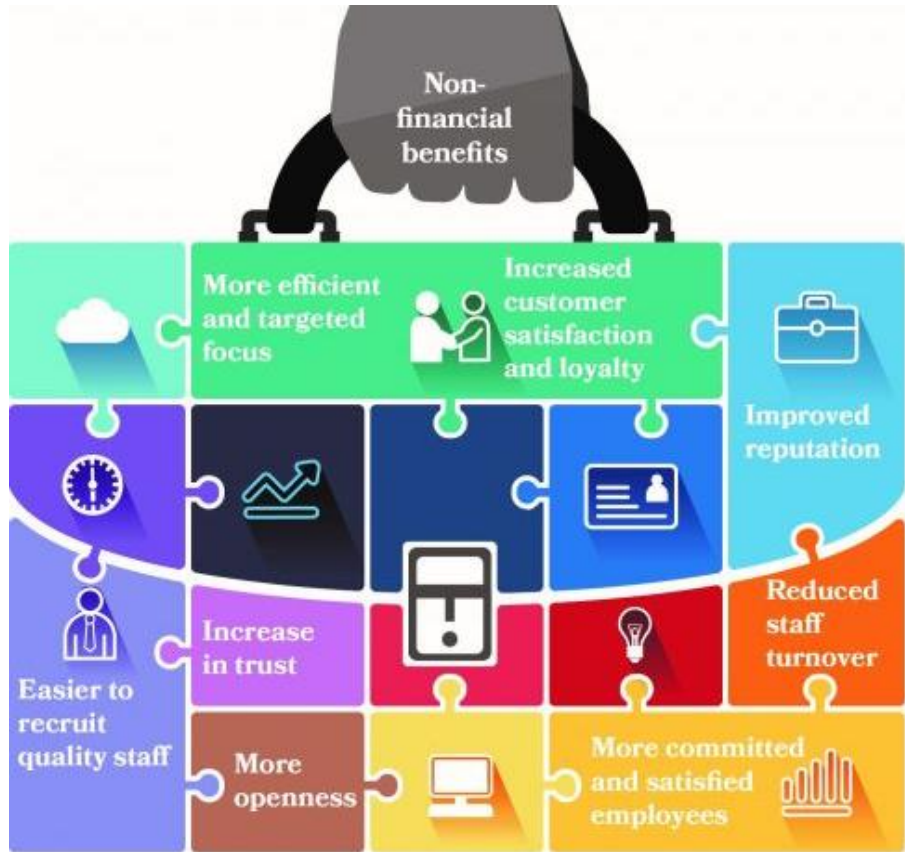


OPENNESS & ACTION
ORIENTATION

The HPO Framework consists of five factors of high performance, with each factor consisting of several underlying HPO characteristics. These are the five factors:

- **Quality of Management**
- **Openness & Action Orientation**
- **Long-Term Orientation**
- **Continuous Improvement & Renewal**
- **Quality of Employees**

High Performance Organization



HPOs also reflect better outcomes in terms of : non-financial development

- Higher level of customer satisfaction
- Increased customer loyalty
- More employee job satisfaction
- Better cooperation (open for positive feedback / feedforward)
- Better service and product quality and innovation
- Less complaints

Quality of Management



Challenge your managers to become real HPO leaders!

- In an HPO, managers on all levels of the organization maintain trust relationships with employees by valuing their loyalty, treating smart people with respect, creating and maintaining individual relationships with employees, encouraging belief and trust in others, and treating people fairly. Managers at an HPO work with integrity and are a role model to others, because they are honest and sincere, show commitment, enthusiasm and respect, have a strong set of ethics and standards, are credible and consistent, maintain a sense of vulnerability and are not self-complacent. They are decisive, action-focused decision-makers, avoid over-analysis and propose decisions and effective actions, while fostering action-taking by others. HPO managers coach and facilitate employees to achieve better results by being supportive, helping them, protecting them from outside interference, and by being available to them. Management holds people responsible for results and is decisive about non-performers by always focusing on the achievement of results, maintaining clear accountability for performance, and making tough decisions. Managers at an HPO develop an effective, confident and strong management style by communicating the values and by making sure the strategy is known to and embraced by all organizational members.

Quality of Management



Quality management is a process that helps organizations achieve their goals by managing and improving the quality of products and services. The purpose of quality management is to ensure that products and services meet customer expectations, are safe, reliable, and conform to applicable standards. It involves a combination of top-down policies, procedures, and standards for quality with bottom-up identification of opportunities for improvement by people at all levels in an organization.

Quality management is a broad term that covers many processes and practices. Quality assurance, quality control, defect prevention and defect detection are all part of quality management.

The goal of quality management is to ensure that products and services meet customer expectations. This can be done by ensuring that the product or service meets specified standards or requirements, meeting customer needs, or satisfying a contractual obligation.

Components of Quality Management



Components of Quality Management



- **1. Quality planning** - Quality planning is the process of setting goals, objectives, and strategies for achieving quality. It helps identify the needs of customers and creates a plan to meet those needs.
- **2. Quality control** - Quality control is the process of measuring and monitoring the quality of products and services. It determines whether products and services meet customer expectations and ensures that processes are in place to prevent defects from occurring.
- **3. Quality assurance** - Quality assurance is the practice of assuring that a product or service meets customer expectations.
- **4. Quality improvement** - Quality improvement is the continuous effort to improve the quality of products and services. It involves making changes to processes and products to make them better.

Quality management systems



Customers' expectations are higher than ever, so companies who successfully meet these rising expectations have a tremendous opportunity to differentiate themselves. These heightened customer expectations and increasing standards mean that quality assurance and quality management are incredibly important. In business that means keeping a keen eye on every process and touchpoint to find out where things could be made better – and how.

Potentially a customer's first point of contact, the contact centre presents a unique opportunity for an organisation to directly and often permanently impact a customer's experience and overall perception of the company.

If a representative fails to disclose a privacy statement, or is rude to a customer, for instance, that could inadvertently land the organisation in legal trouble, elicit bad press, or both.



Quality management systems

Some quality management systems are bespoke to individual organisations, others offer a quality management system standard for cross-industry certification. For example, the ISO 9000 and ISO 9001 are internationally-recognised frameworks for quality management, describing seven quality management system principles:

- **Customer focus**
- **Leadership**
- **Engagement of people**
- **Process approach**
- **Improvement**
- **Evidence-based decision making**
- **Relationship management**



ELEMENTS OF AN EFFECTIVE QUALITY MANAGEMENT SYSTEM



➤ Quality policy and objectives

The quality policy outlines an organization's purpose and mission and supports the business strategy. It also highlights the company's commitment to continuous improvement and meeting regulatory and customer requirements. Quality objectives are measurable goals that stem from the quality policy. Examples include product performance, efficiency, safety, and delivery.

➤ Quality manual

The quality manual outlines the scope of the QMS and includes information such as organizational objectives, expectations, and policies. The quality manual also specifies requirements for achieving compliance with regulatory standards like ISO, FDA, EU MDR, and EU IVDR.

ELEMENTS OF AN EFFECTIVE QUALITY MANAGEMENT SYSTEM



➤ Organizational structure and responsibilities

The QMS should include the roles and responsibilities of key stakeholders, resources, and infrastructure that contribute to an organization's quality objectives. Flow charts or similar diagrams can be used to clearly illustrate how the organization is structured.

➤ Internal processes

Organizations should define processes that require employees, machines, technology, or other resources to turn inputs into outputs. Standards and metrics for measuring the performance of these processes should also be documented to ensure that quality outputs are always the end result.

ELEMENTS OF AN EFFECTIVE QUALITY MANAGEMENT SYSTEM



➤ Customer satisfaction

Organizations must utilize surveys, complaint reports, review websites, or other tools to monitor customer satisfaction and ensure that their quality objectives are being met.

➤ Continuous improvement

The proper processes must be in place to ensure ongoing improvement of products and services over time. Six Sigma and Lean are commonly used tools to ensure continuous improvement.

ELEMENTS OF AN EFFECTIVE QUALITY MANAGEMENT SYSTEM



➤ Document control

A system must be in place to ensure:

- Review and approval of documents for adequacy prior to release
- Review/update/re-approval of documents on an as-needed basis
- Identification of changes and current document revision status
- Prevention of obsolete documents from unintended use
- Policy or procedure for the identification, storage, protection, retrieval, retention, and disposal of documents

➤ Enterprise quality management system (eQMS) software

To gain greater traceability and control of quality processes and simplify compliance, companies are making the switch from traditional paper-based systems to eQMS solutions.

Openness & Action Orientation



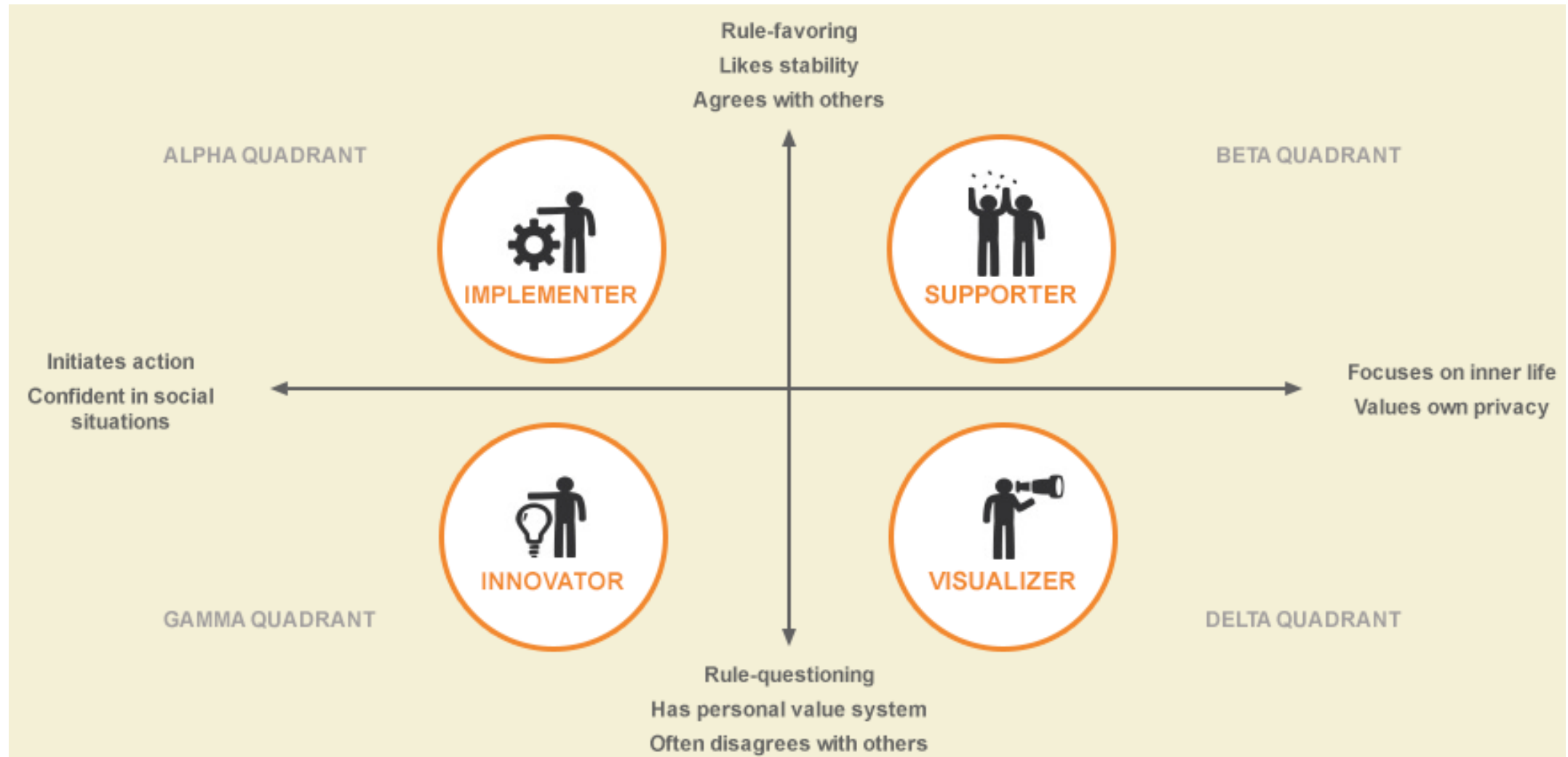
The California Psychological Inventory™ (CPI™) assessments are powerful tools for helping individuals improve their performance and enabling organizations to find and develop high-potential employees and leaders and cultivate a rich pool of talent for building organizational success.

The CPI instruments help people gain a clearer picture of their personal and work-related characteristics, motivations, and thinking styles—as well as how they manage themselves and deal with others—and provide a view into their strengths and developmental opportunities.



The CPI model helps individuals discover their orientations toward people and interpersonal experience, toward rules and values, and toward their inner feelings. Participants' results in these areas indicate which of four different ways of living, or lifestyles, best describe them and provide insights about how they see themselves and how they are seen by others.

Openness & Action Orientation



Long-Term Orientation



Long-Term Orientation

A long-term oriented culture is characterized by values that are pragmatic and future oriented, like persistence, adaptability and the desire for rewards. Members of such cultures respect traditions and social obligations, willingly sacrificing current benefits for higher future gains. People representative of short-term oriented cultures are looking less towards the future, focusing more on the past and the present. They show very high interest into gaining immediate benefits with very limited desire to sacrifice any current benefit for a future (and, therefore, uncertain) gain.

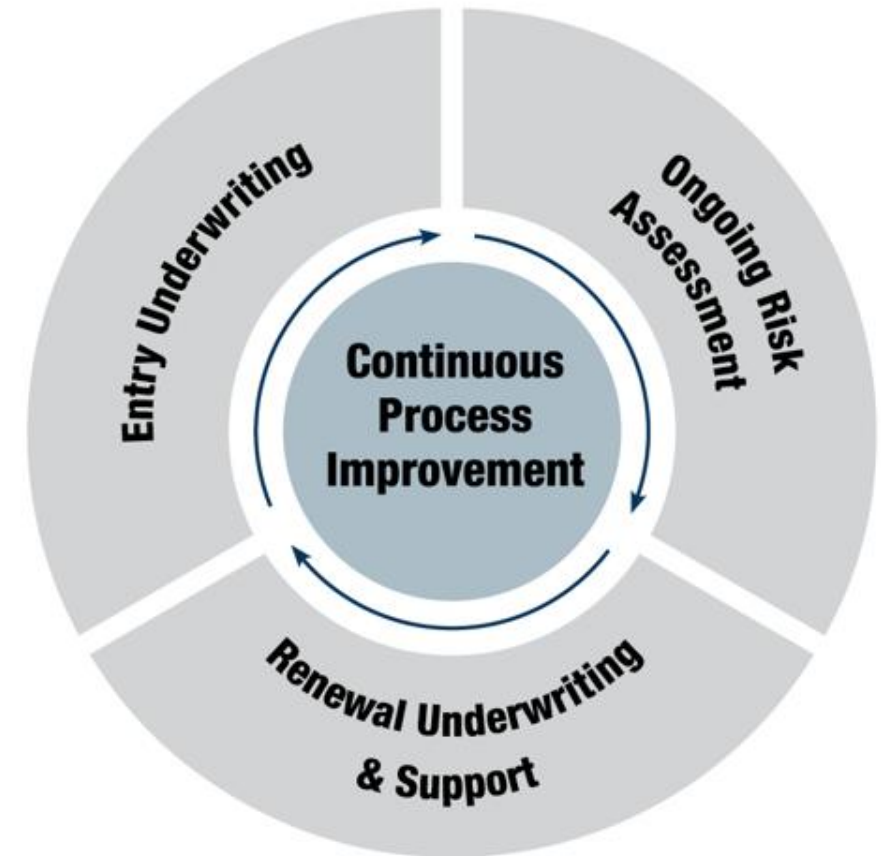
The long-term orientation vs short-term orientation dimension is about change.

Cultures that believe the world keeps spinning, welcome change and look calmly towards the future. They know that preparing for the future is always needed. These cultures are long-term oriented and focus on technical and educational achievements.

Conversely, cultures that are short-term oriented place great emphasis on the past. They believe the world hasn't changed much from the moment it was created. The past provides short-term oriented cultures with a blueprint for moral and social behaviour. It also influences their achievements.

Continuous Improvement & Renewal

The process of continuous improvement and renewal starts with an HPO adopting a unique strategy that will set the company apart by developing many new alternatives to compensate for dying strategies. After that, an HPO will do everything in its power to fulfill this unique strategy. It continuously simplifies, improves and aligns all its processes to improve its ability to respond to events efficiently and effectively and to eliminate unnecessary procedures, work, and information overload. The organization also measures and reports everything that matters, so it measures progress, monitors goal fulfillment and confronts the brutal facts. It reports these facts not only to management but to everyone in the organization, allowing all organizational members to access financial and non-financial information needed to drive improvement. People at an HPO feel a moral obligation to continuously strive for the best results. The organization continuously innovates products, processes and services, constantly creating new sources of competitive advantage by rapidly developing new products and services to respond to market changes. It also masters its core competencies and is an innovator in these core competencies by deciding on and sticking to what the company does best, keeping core competencies inside the firm and outsourcing non-core competencies.



HPO CHARACTERISTICS: CONTINUOUS IMPROVEMENT AND RENEWAL

- Our organization has adopted a strategy that sets it clearly apart from other organizations.
- In our organization processes are continuously improved.
- In our organization processes are continuously simplified.
- In our organization processes are continuously aligned.
- In our organization everything that matters to the organization's performance is explicitly reported.
- In our organization both financial and non-financial information is reported to organizational members.
- Our organization continuously innovates its core competencies.
- Our organization continuously innovates its products, processes and services.

Quality of Employees



- Character traits are individual parts of your personality and behavior that express who you are as a person. These aspects of your personality can tell a hiring manager how you work with others or handle tasks. Highlighting your best and most relevant character traits in your resume and interview can help you get hired and give potential employers an idea of your qualifications or personality.

Recruitment Management for Quality of Employees



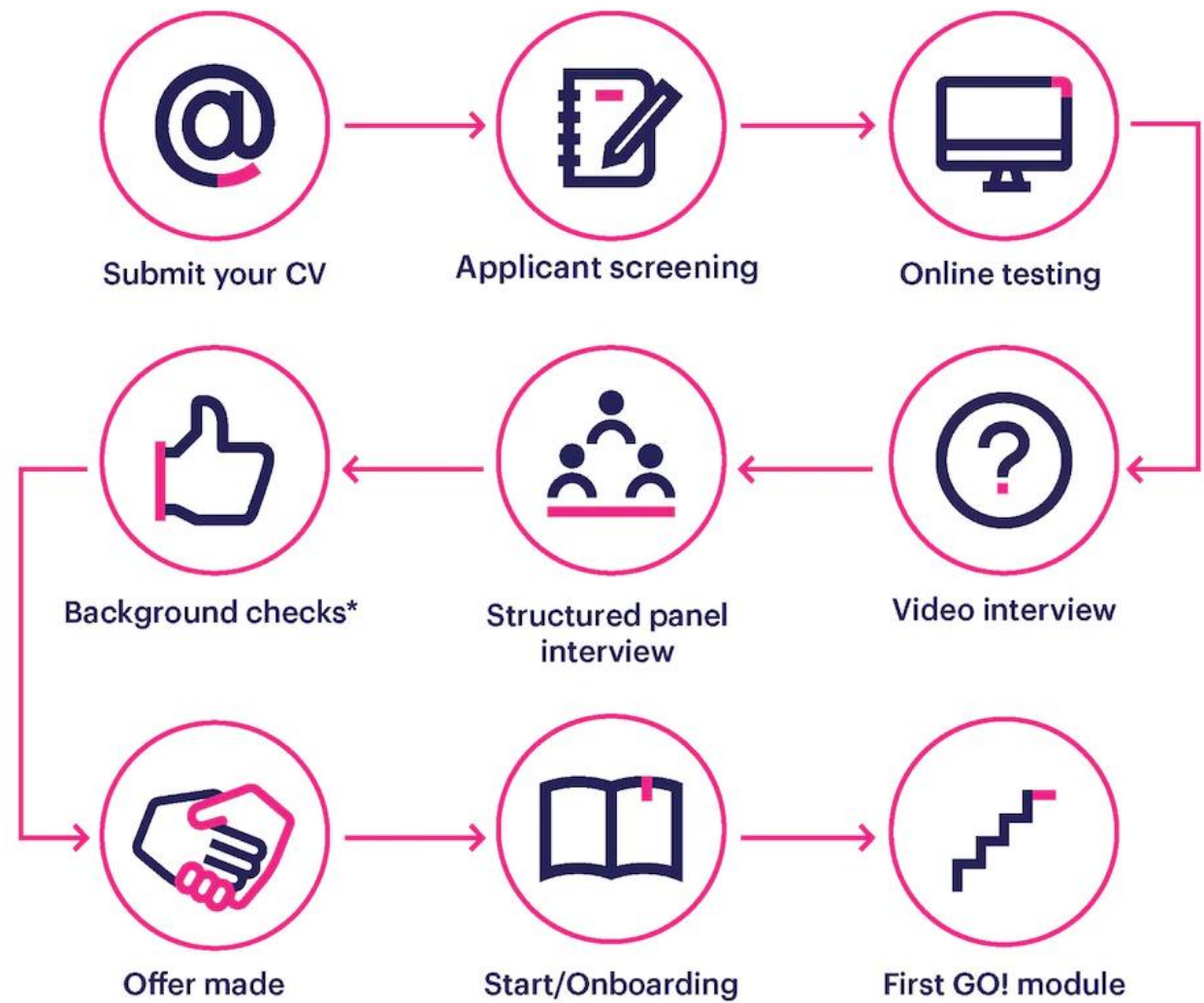
**Find
People**

**Screen
Applicants**

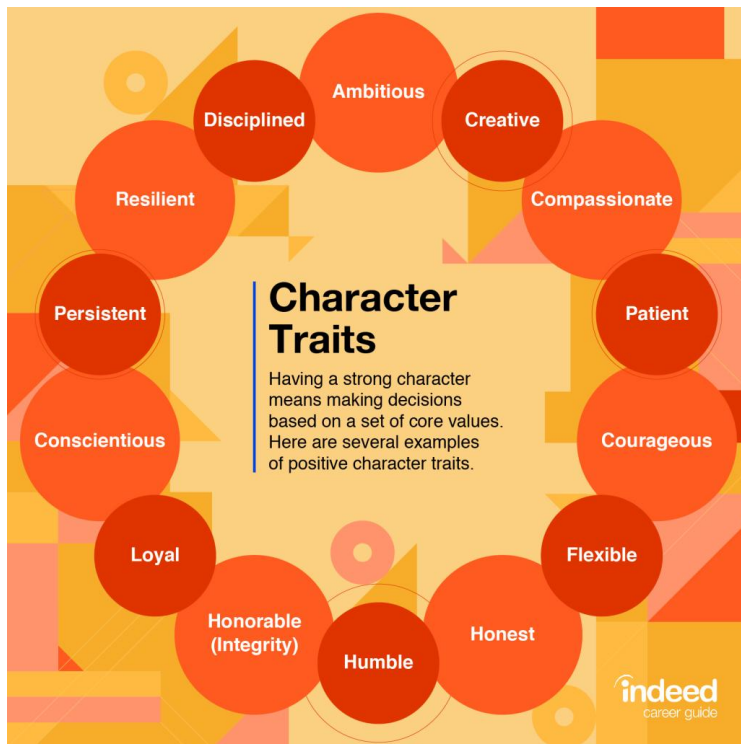
**Interview
Candidates**

**Verify
Background**

**Make
Offer**



Quality of Employees



○ 1. Ambitious

An ambitious person has a strong desire to achieve success by meeting their goals. You may show ambition when you apply hard work and dedication to overcome a challenge or exceed company objectives. Ambition may also mean taking on additional work or putting in extra effort to reach your desired outcome.

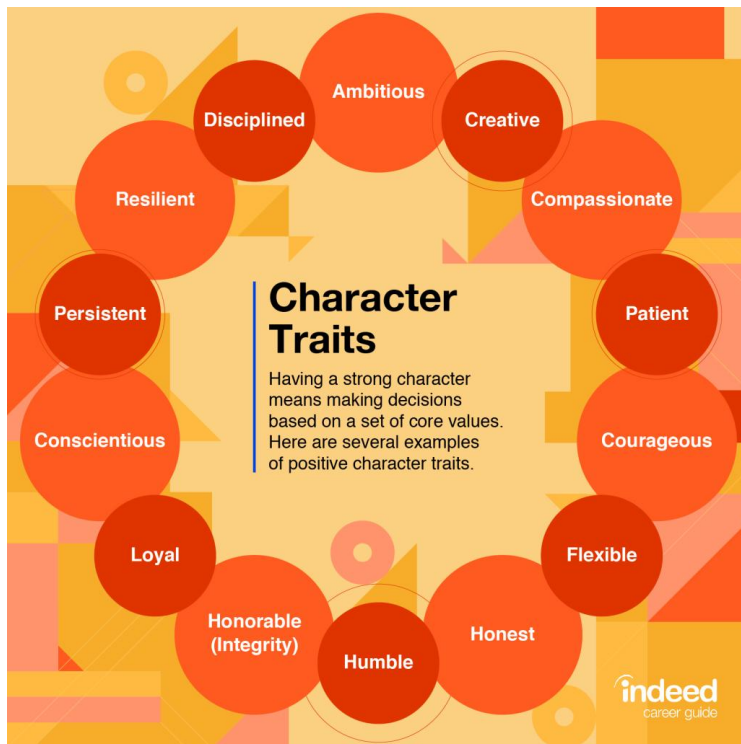
○ 2. Creative

Someone creative can use their imagination to make or invent something. Creativity skills apply not only to artistic roles. It requires creativity to solve a difficult problem, present information in a clear, interesting way or find better ways to complete tasks.

○ 3. Compassionate

A compassionate person can feel and express sympathy for others. You may display compassion when you help a colleague overcome a difficult challenge or provide emotional support to someone experiencing a challenging time. Employers desire candidates who show compassion in every role, but it can especially help those interested in customer service roles or client-facing positions.

Quality of Employees



○ 4. Conscientious

Someone with conscientious traits acts carefully and takes purposeful action. They aim to do what's right and to fulfill a duty. Conscientious people also have a higher level of self-discipline and strive to complete every task to the best of their ability.

○ 5. Courageous

A courageous employee doesn't feel deterred by challenges and difficulties. They're likely to take on projects others fear may be too hard or require too much work. They may also take more calculated risks in the workplace, which can lead to gains for a company and help them identify new ideas or strategies.

○ 6. Flexible

Flexible individuals can quickly adapt to changes in plans, such as shortened project timelines or new client needs. The ability to modify your behaviors based on changes in the work environment can help you succeed in fast-paced roles and companies. Many employers look for flexible candidates to ensure that they can complete their duties even when handling new ideas or environments.

Quality of Employees



○ 7. Honest

An honest person appears sincere and truthful and may not feel comfortable participating in deceptive practices. While all positions require honesty, it's especially important in heavily regulated industries such as health care and finance positions. Many roles that require ethical parameters rely on the specialists to have and practice honesty.

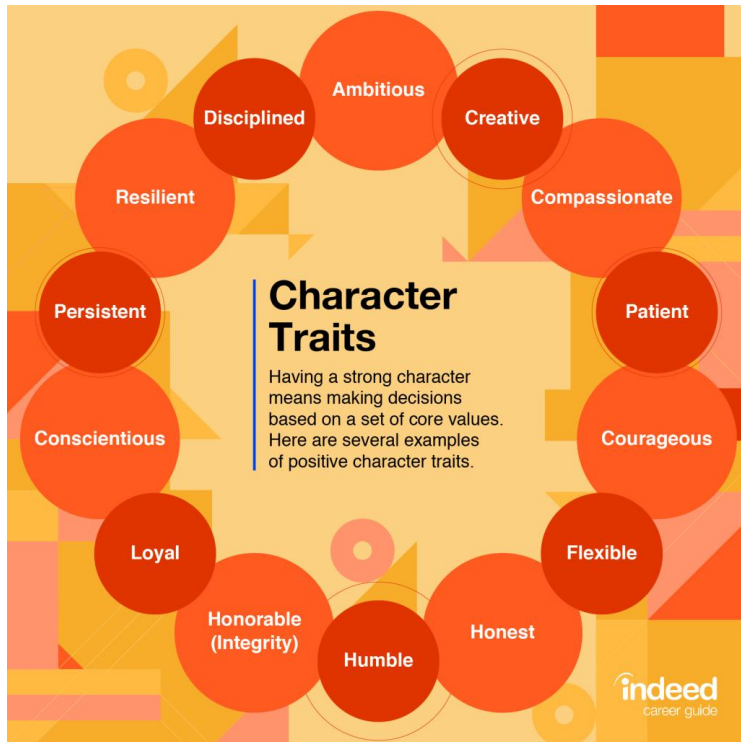
○ 8. Humble

Humble individuals can exercise humility and maintain their modesty throughout their careers. They avoid boasting about their accomplishments and act respectfully when earning praise or recognition. Many leaders display this trait to ensure the entire team receives credit for achieving a goal.

○ 9. Honorable (Integrity)

Someone honorable has integrity and acts according to their principles and ethics. Honorable employees ensure they always behave in ways that reflect positively on the company where they work. Companies and positions that rely on brand relationships and public perception often look for honorable candidates who display the values and integrity of the organization.

Quality of Employees



○ 10. Loyal

A loyal employee is supportive of an organization and its mission. Someone loyal can be trusted with sensitive information and may stay at a company long-term. Organizations often value loyalty, as it saves them money and reduces the time and resources necessary for employee turn-over processes.

○ 11. Patient

Patient people can tolerate setbacks, delays or unexpected challenges without becoming anxious or angry. Having patience provides an essential requirement for jobs where it can take a long time to see the results of your efforts, such as when leading a marketing team or campaign. Many employers and coworkers value patience because it can improve the work environment and create a positive culture.

○ 12. Persistent

Employees who have persistence work in relentless pursuit of goals. They continue along their path despite any obstacles or difficulties they face along the way. Persistence serves as an excellent trait for someone in a role that requires frequent requests and rejections, such as sales, journalism, public service or law.

Quality of Employees



○ 13. Resilient

A resilient person refers to someone who can quickly recover from setbacks, stress, adverse situations or unexpected changes. For example, you may practice resilience as an employee when you cannot meet a goal, but you quickly put together a plan to exceed your next objective. Having this trait means you can work with increased efficiency and maintain a positive and productive attitude.

○ 14. Disciplined

Someone with self-discipline can overcome temptations to stray from the path to success, such as procrastination and self-doubt. Self-disciplined employees work hard and often need little to no supervision. Many leadership positions or roles with a high level of independence require candidates to have advanced discipline.

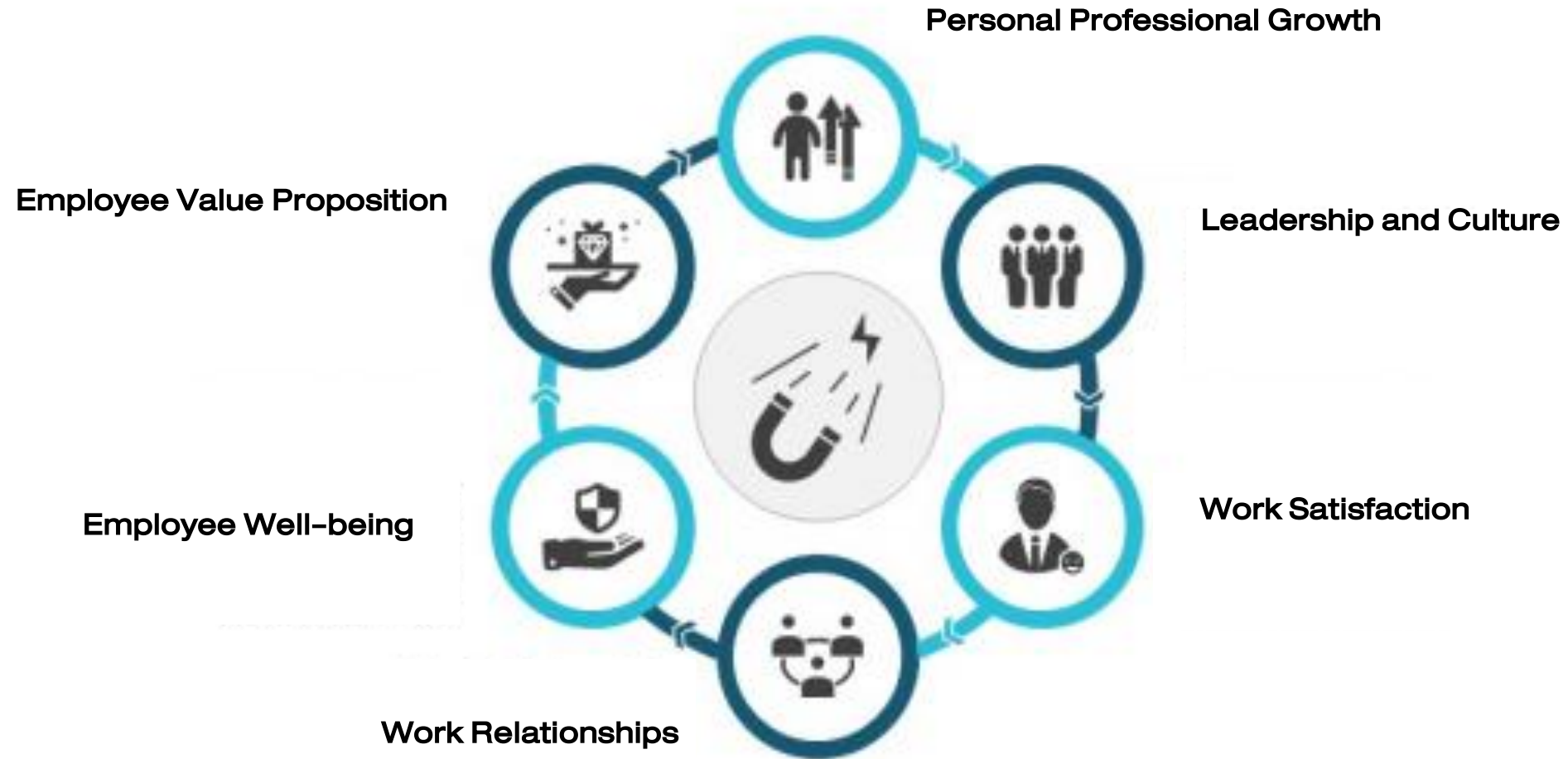
○ 15. Curious

Curiosity is an important character trait that can drive someone to want to know or learn new skills, information and abilities without being asked beforehand. Curious employees are valued for their ability to independently motivate themselves to learn and grow in their roles and work. Many types of jobs rely on curiosity, especially jobs described as open-ended, flexible and strategic.

Human Resource Planning



Principle of Employee Management



Employees Benefits



Management Innovation

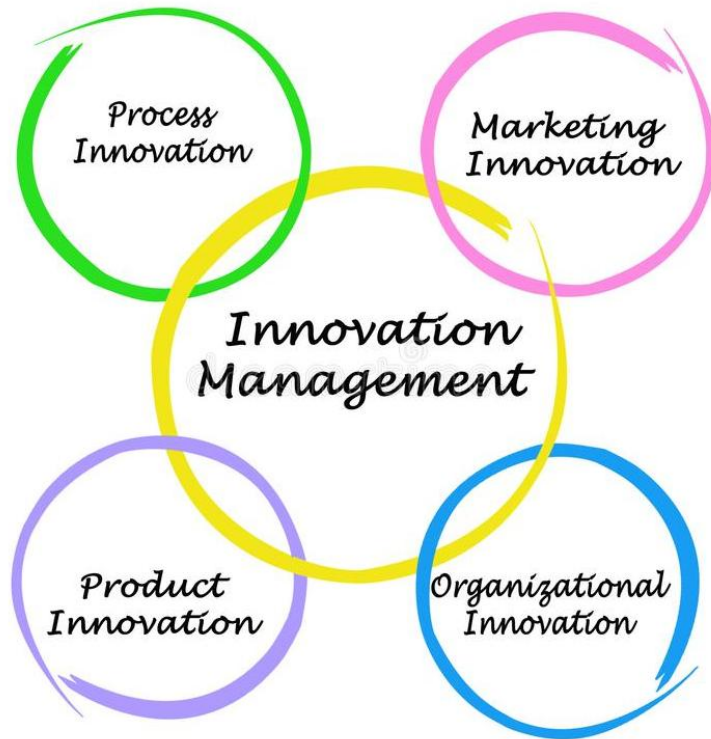


Innovation Management



- The innovation process is translating new or existing knowledge into marketable products, solutions, and services. Businesses, companies, brands, and organizations that pursue excellent/successful innovation projects have something definite that puts them ahead of others.
- Innovation refers to introducing a new method of production, source of supply, market, new good, and organization in an industry. The most exciting thing about the innovation process is that it translates an idea into a successful concept, product, or service.
- How to establish a reliable innovation process that produces desired outcomes? The UNITE Innovation Approach enables you to structure your innovation process, form valuable networks, and make the most of your intellectual property.

CLASSIFICATIONS IN INNOVATION MANAGEMENT



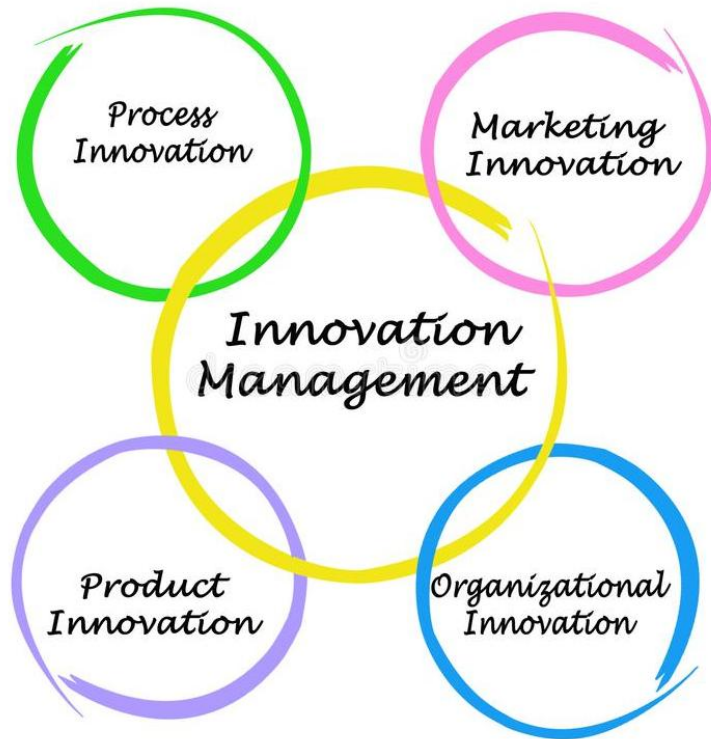
○ **Product Innovation:**

In this classification, innovation takes place when creative ideas regarding goods and services are initiated. Here, the innovation can be conducted on technical aspects or by introducing different components and materials, otherwise embedding new software.

○ **Process Innovation:**

This classification includes new and improved methods of production. For example, a company can bring in innovation in the manufacturing processes or introduce a creative change in the technological flow. A new method of delivery also comes under this classification. Process innovation will improve production quality, while reducing its overall cost. Process Innovation can be seen in the use of barcodes, scanners and Internet which allows customer to track their parcels.

CLASSIFICATIONS IN INNOVATION MANAGEMENT



○ **Marketing Innovation:**

Innovative changes in product design or packaging, sales methods, product placement and promotion or even pricing comes under marketing innovation. There are various examples for marketing innovations. One of the most famous one is Coca-Cola sharing can. The can could be twisted into two smaller cans so that it could be shared.

○ **Organizational Innovation:**

In this category, innovation takes place in the external and internal relation of the organization. Innovation can occur in the strategy, structure, skills and cultural stimulation. The main aim here is to enhance business performance by reducing administrative and transaction costs, improving satisfaction at work and reducing supply cost. Bringing innovations in these four categories will change the way your organization is placed in the market. But, it is important to know which department requires what type of innovation.

Innovation Process Benefits



○ Solving problems

If you're a service provider, you might realize that your customers do not have a system of sharing their compliments, complaints, or opinions. Therefore, to solve the problem, you can decide to operate a virtual office where customers can access your services within a short time. Customers will be happy, as such your sales and revenue will increase.

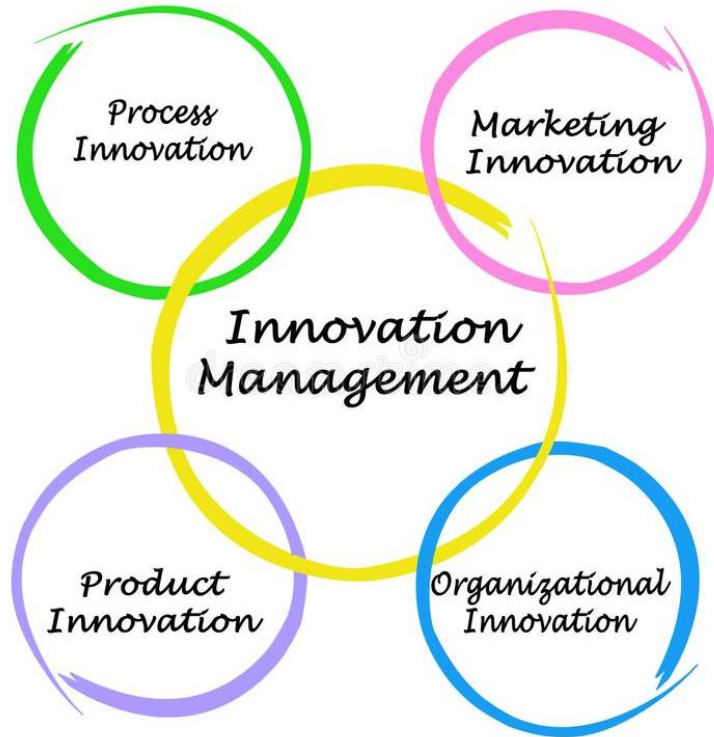
○ Maximizing on Globalization

Businesses worldwide are becoming more interconnected, and greater opportunities and new markets are emerging every day. If your company hopes to tap into these new markets and leverage these new opportunities, you must adopt a unique innovation process that suits your business needs.

○ Adapting to Change

As we know, change is inevitable in our world today, and the only way for your business to thrive, and remain profitable and relevant is by innovation process. Therefore, when you develop an innovation culture in your business, you will remain relevant and stand out at all times.

Innovation Process Benefits



○ **Evolving Workplace Dynamics**

The innovation process is critical to ensure the smooth running of every business since demographics in the workplace are constantly changing.

Customer preferences and tastes continue to change – an average customer has various products and services that appeal to him. Hence, every company must keep itself abreast of these evolving tastes and find new ways of satisfying them.

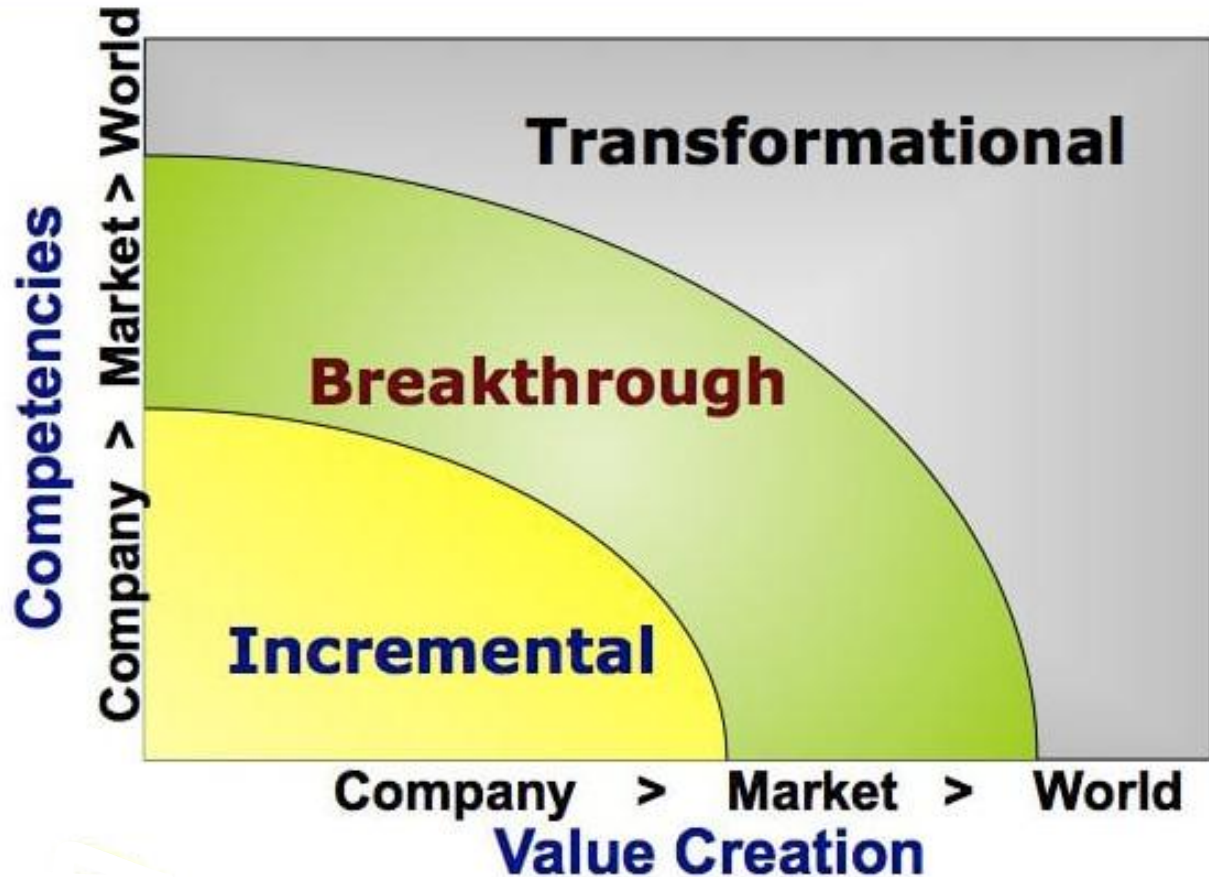
○ **Facing Up the Competition**

To retain your company's relevance and competitive edge, you can stand out by having a unique business model that can make innovative and strategic moves and thus stand out above the rest.

Corporate Innovation Management



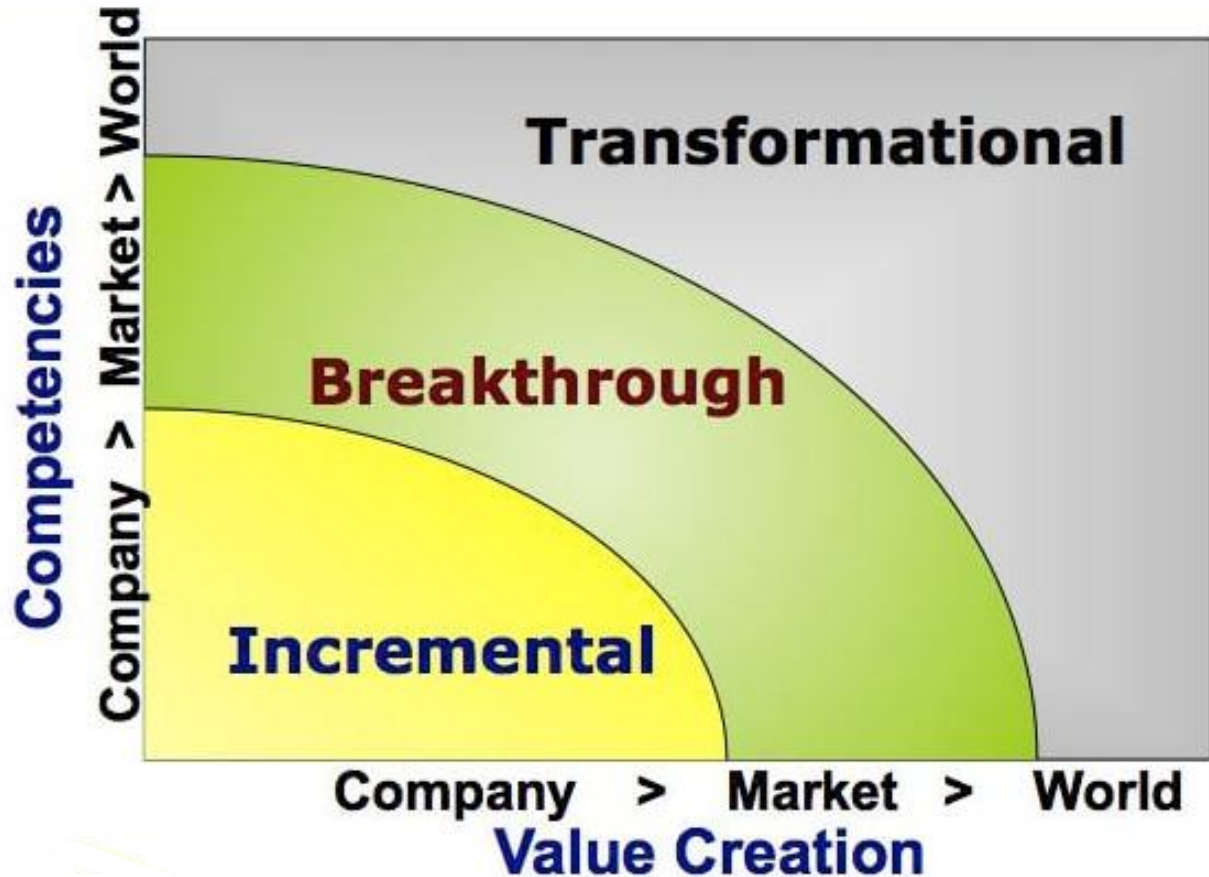
Levels of Innovation Desired



○ 1. Incremental Innovation

This consists of small, yet meaningful improvements in your products, services, and other ways in which you do business. These tend to be the "new and improved" innovations we are all bombarded with every day: new flavors, shifts to better or all-natural ingredients, packaging improvements, faster/slower functioning, just-in-time supply chain enhancements, bigger/smaller sizing, cost reductions, heavier/lighter weight. We see them every day and they help extend product, service, and business life cycles and improve profitability. They can be easily visualized and quickly communicated and give you something new with which to grab consumer attention in an increasingly noisy marketplace.

Levels of Innovation Desired



○ 2. Breakthrough Innovation

This is a meaningful change in the way you do business that gives consumers something demonstrably new (beyond "new and improved"). Breakthrough innovation produces a substantial competitive edge for a while, although the length of time anyone can maintain such an advantage is growing increasingly shorter.

○ 3. Transformational Innovation

This is usually (but not always) the introduction of a technology that creates a new industry and transforms the way we live and work. This kind of innovation often eliminates existing industries or, at a minimum, totally transforms them. For this reason, transformational innovations tend to be championed by those who aren't wedded to an existing infrastructure.

Levels of Corporate Innovation



○ 1. Build, Idea Generation and Mobilization

New ideas are created during idea generation. Mobilization occurs when the idea is moved to a different physical or logical location, such as an outside firm or another department.

○ 2. Develop, Advocacy and Screening

Not all ideas are worth implementing. Advocacy and screening help evaluate an idea and measure its potential benefits and problems. From there, a decision can be made about an idea's future.

○ 3. Expand and Experimentation

The experimentation stage tests an idea, such as with a prototype or pilot test. Experimentation can remain continuous or exist in spurts, as advocates and screeners reevaluate an idea. Sometimes, experimentation leads to new ideas due to information that is gathered on the results and the overall feasibility of the original idea.

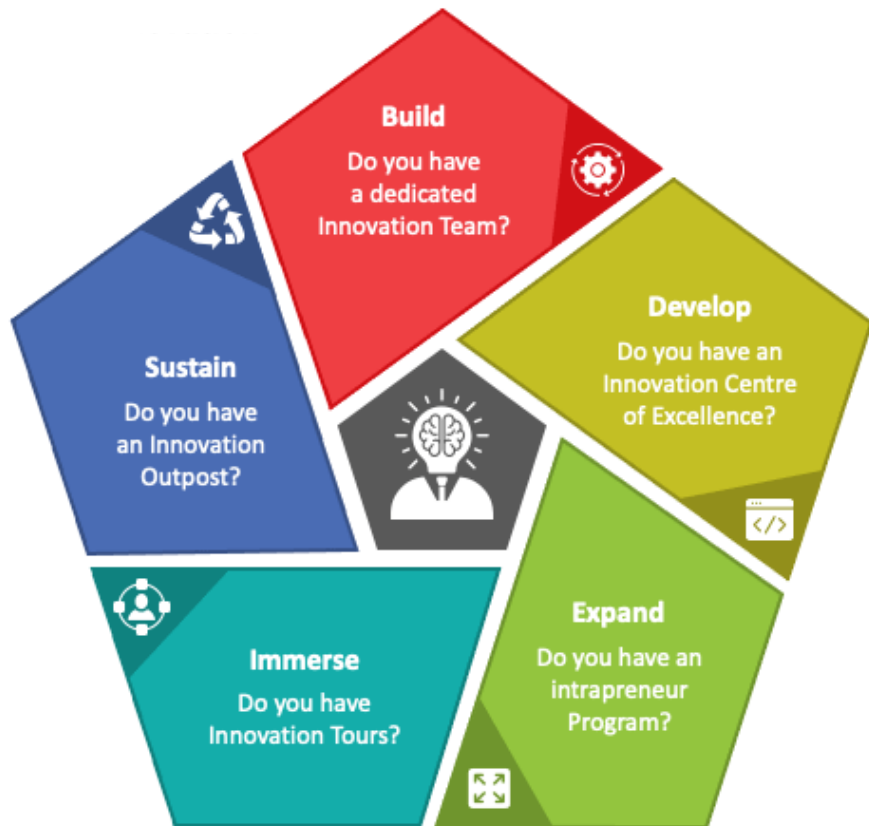
Levels of Corporate Innovation

○ 4. Commercialization

Commercialization aims to create market value for an idea by focusing on its potential impact. This step makes the idea appealing to the audience, such as by packaging an idea with other ideas, clarifying how and when the idea can be used, and using data or prototypes from experiments to demonstrate benefits. An important part of commercialization is establishing the specifications of any given idea.

○ 5. Diffusion and Implementation

“Diffusion and implementation are two sides of the same coin,” researchers wrote in *Innovation: Management, Policy & Practice*. Diffusion is the companywide acceptance of an innovative idea, and implementation sets up everything needed to develop and utilize or produce the innovation. Diffusion happens at all levels of an organization. This process is often aided by knowledge brokers, who are effective at presenting an innovation by using their awareness of “the specific content and application into which an idea, product or service can be inserted.” As a result, knowledge brokers are able to assist with rapid implementation.



CORPORATE INNOVATION MATURITY

Initial Introduction to Innovation

Integration and Adoption of Innovation

Level 1

Level 2

Level 3

Level 4

Level 5

Exposed

Aware of the need to innovate but not sure how to get started
Not ready to dedicate major resources to innovation

Educating

Learning what it means to "do innovation"
Innovating internally
Engaging with innovation consultants
Engaging in short-term internal innovation workshops
Innovation for PR

Experimenting

Larger-scale investments in innovation
Experimenting with external innovation
"Rigid" open innovation becomes more relaxed

Holistic

Supportive organizational structure
Formalizing & improving open innovation activities
Different programs for company's different goals

Experienced

Defined innovation strategy
Well-developed innovation culture
Venture building & other high-impact programs

Innovation Management Principles

Eight principles form the foundation for managing innovation activities in organizations. The innovation management principles were developed to capture the essence of effective management of innovation activities. They can be used as an introduction to understand the innovation management system or as a tool for assessing the innovation management capabilities of an organization.



1 Realization of value



2 Future-focused leaders



3 Strategic direction



4 Culture



5 Exploiting insights



6 Managing uncertainty



7 Adaptable structures



8 Systems approach

Innovation Management Principles



1 Realization of value



2 Future-focused leaders



3 Strategic direction



4 Culture



5 Exploiting insights



6 Managing uncertainty



7 Adaptable structures



8 Systems approach

○ 1. Realization of value

Value, financial or non-financial, is realized from the deployment, adoption and impact of new or changed solutions for interested parties.

○ 2. Future-focused leaders

Leaders at all levels, driven by curiosity and courage, challenge the status quo by building an inspiring vision and purpose and by continuously engaging people to achieve those aims.

○ 3. Strategic direction

The direction for innovation activities is based on aligned and shared objectives and a relevant ambition level, supported by the necessary people and other resources.

○ 4. Culture

Shared values, beliefs and behaviours, supporting openness to change, risk taking and collaboration enable the coexistence of creativity and effective execution.

Innovation Management Principles



1 Realization of value



2 Future-focused leaders



3 Strategic direction



4 Culture



5 Exploiting insights



6 Managing uncertainty



7 Adaptable structures



8 Systems approach

○ 5. Exploiting insights

A diverse range of internal and external sources are used to systematically build insightful knowledge, to exploit stated and unstated needs.

○ 6. Managing uncertainty

Uncertainties and risks are evaluated, leveraged and then managed, by learning from systematic experimentation and iterative processes, within a portfolio of opportunities.

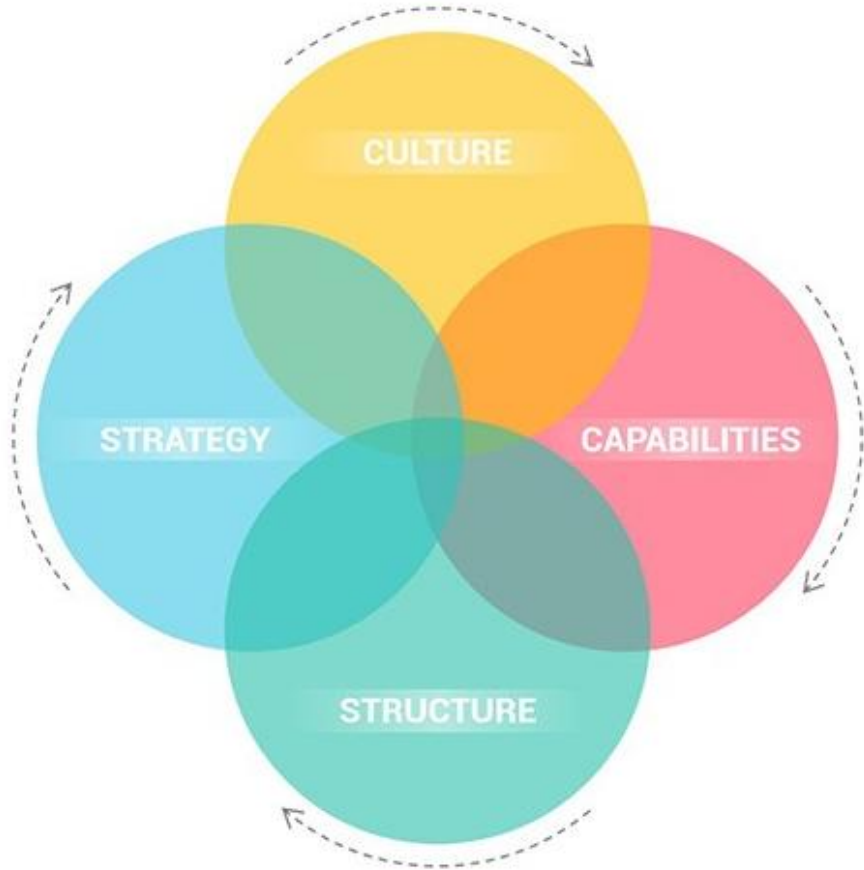
○ 7. Adaptability

Changes in the context of the organization are addressed by timely adaptation of structures, processes, competences and value realization models to maximize innovation capabilities.

○ 8. Systems approach

Innovation management is based on a systems approach with interrelated and interacting elements and regular performance evaluation and improvements of the system.

Key Aspects of Innovation Management



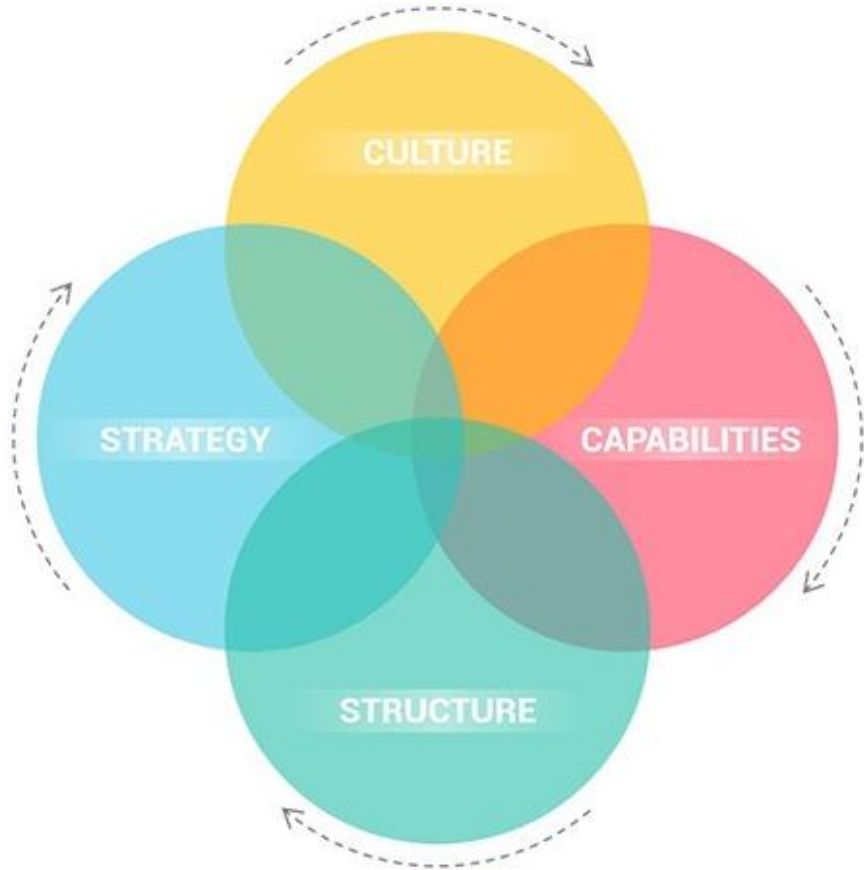
○ Capabilities

Capabilities is an umbrella term used to cover the different abilities and resources the organization has for creating and managing innovation. The capabilities aspect revolves primarily around people, as innovation relies heavily on the abilities of both individuals and teams collectively. It refers first and foremost to the abilities, unique insights, know-how and practical skills of the people working for the organization. However, it also covers areas, such as the information capital and tacit knowledge of the organization, as well as their other resources and available financial capital, all of which might be required to create innovation.

○ Structures

The difference between structures and capabilities is that structures enable the effective use of the said capabilities. In practice, this means the organizational structure, processes, and infrastructure of the organization. The right structures can work as a force multiplier allowing the organization to operate and innovate much more effectively.

Key Aspects of Innovation Management

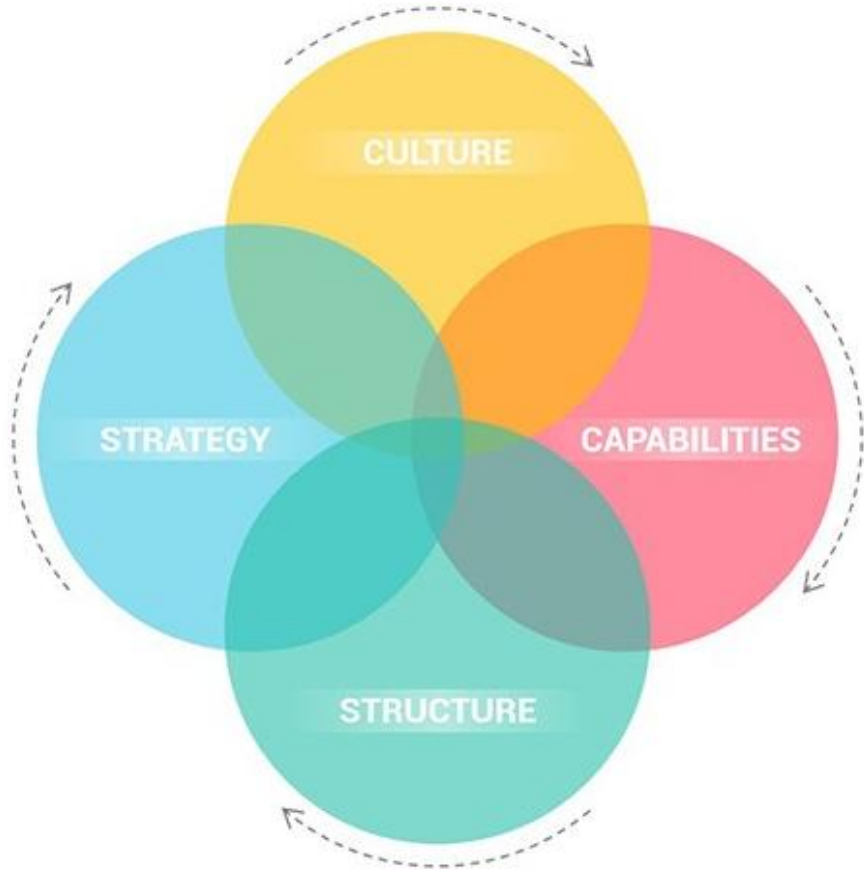


○ Culture

If structures allow the effective use of capabilities, culture is what enables the organization to acquire the capabilities related to people. With the right kind of pro-innovation culture, the organization is much more likely to be able to recruit and keep the right people in the organization. An appropriate pro-innovation culture encourages the right kind of behavior and discourages the wrong kind. As the effects quickly cumulate, culture can make a tremendous difference for the innovativeness of an organization. Here are some of the more commonly accepted traits for an innovative culture:

- Emphasizes the need to always think of ways to get better
- Values speed, learning and experiments
- Considers failure as just a normal part of the process for creating anything new
- Provides enough freedom and responsibility and is led primarily with vision and culture instead of a chain-of-command approach

Key Aspects of Innovation Management



○ Strategy

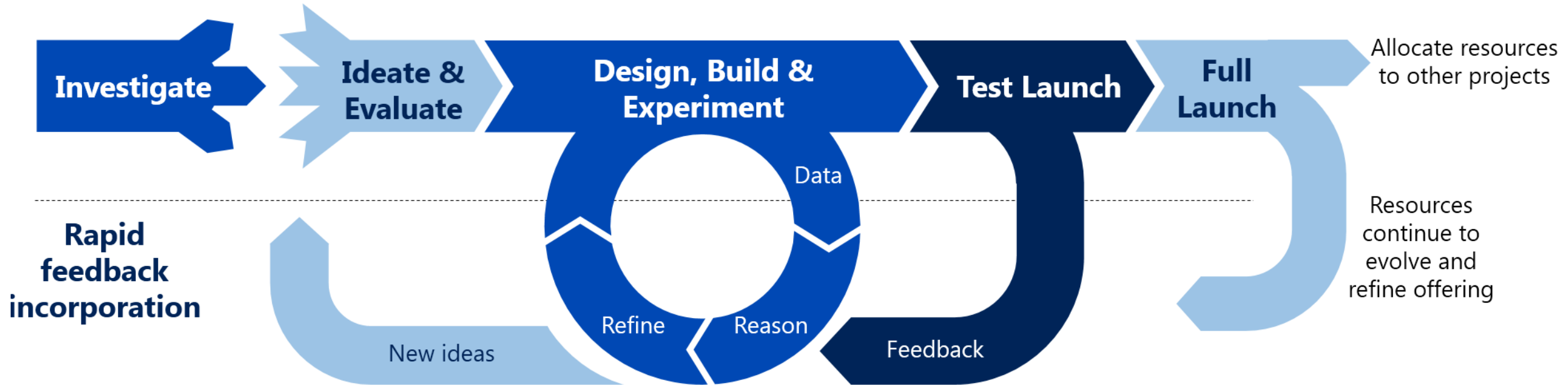
Last but not least, is strategy. Strategy is, simply put, the plan the organization has for achieving long-term success. But what's critical to understand is that strategy is ultimately about making a deliberate choice between a number of feasible options to have the best chance of "winning" and this choice shouldn't obviously be separate from the execution.

Thus, the key is for your innovation activities to be aligned with your strategy, which however, is often easier said than done.

In practice, you need to provide the organization with enough freedom to actually innovate, but also still need to take into account certain practical constraints, such as your strategic focus, available resources and your own capabilities.

Innovation Lifecycle

The Improves Innovation Lifecycle



Innovation Lifecycle

At a high level, the primary activities of the Innovation Lifecycle stages are as follows:

➤ 1. Investigate

- Identify innovation goal
- Go out and observe customer / market
- Determine current issues needing solution
- Determine evaluation criteria

➤ 2. Ideate and Evaluate

- Generate ideas
- Critique, refine and build upon ideas
- Compare against evaluation criteria
- Decide which ideas to develop

➤ 3. Design, Build & Experiment

- Design solution to challenge based on ideas
- Hypothesise experiment to test
- Prototype, test, determine reason for results
- Refine design against innovation & evaluation goal
- Log and share progress

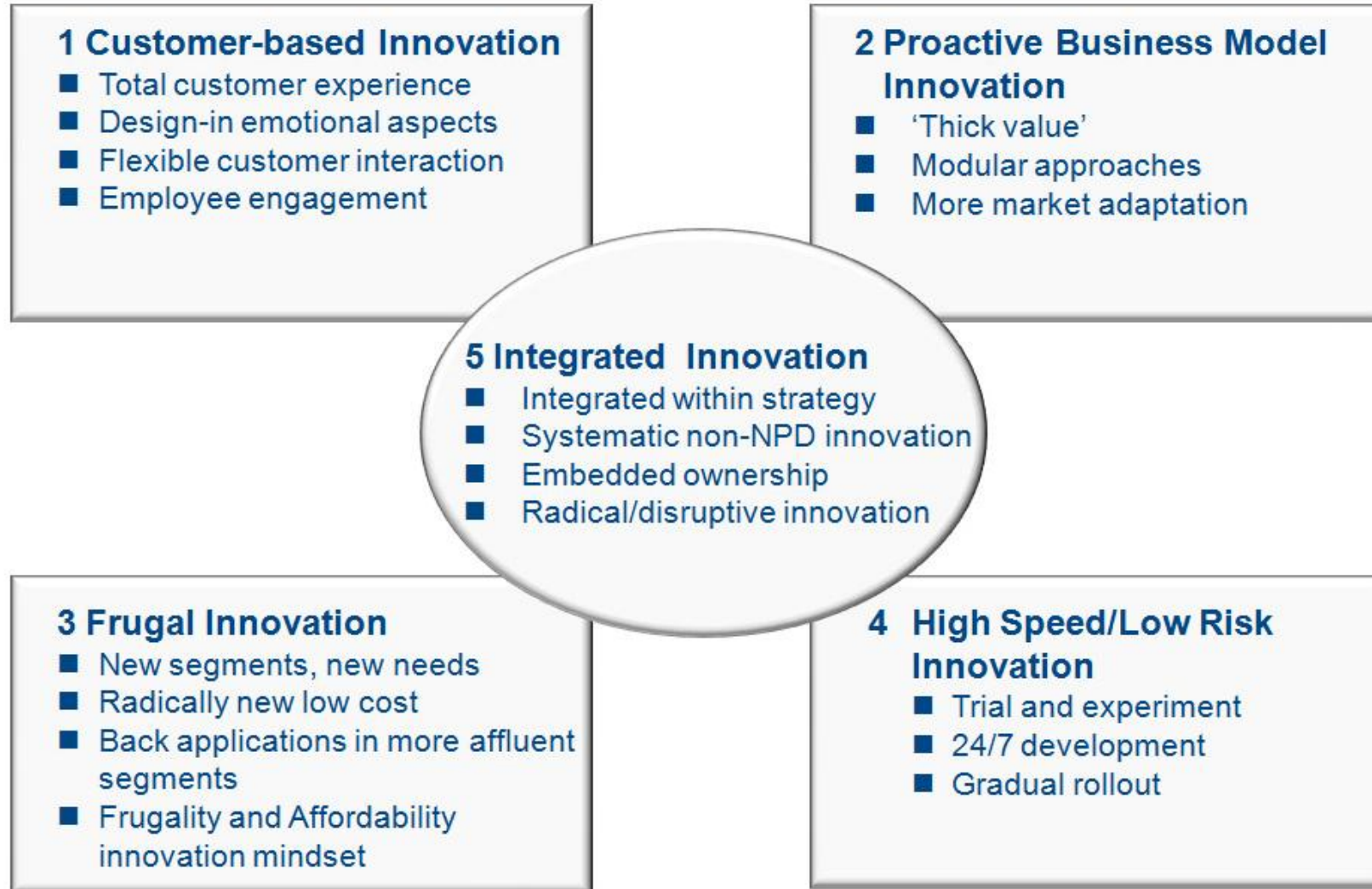
➤ 4. Test Launch

- Determine parameters for test
- Involve trusted outsiders

➤ 5. Full Launch

- Launch as part of full portfolio of offerings
- Allocate some resources to other projects
- Some resources continue to evolve and refine offering

The Future of Innovation Management



The Future of Innovation Management



CUSTOMER-BASED INNOVATION

○ 1. Customer-based innovation

‘Customer-based innovation’ is about finding new and more profound ways to engage with customers and develop deeper relationships with them. In our survey, CTO/CIO’s rated this as the most important concept of all in terms of investment priority for the coming years. Customer-based innovation is driven strongly by the convergence of three key trends:

- **Total customer experience:** Driven by a desire to build a deeper relationship with the customer, what used to be a business model for B2B businesses with only a limited customer base is quickly developing within other spheres.
- **Design-in emotional aspects:** The second trend emerging in this space is the realization that, as technology allows manufacturers to deliver as much and often more functionality than the typical consumer can use, the bases of competition will change.
- **Social networking:** The third converging trend is closely linked – the use of social networks to underpin companies’ propositions and relationships with their customers. Increasingly this will span B2B as well as B2C

The Future of Innovation Management

○ 2. proactive business model innovation

A business model defines how to create and capture value within a value chain, considering both operations and strategy. Business model innovation as a concept is certainly nothing new, but there is still much to be done to develop a convincing innovation management approach that is sufficiently systematic and repeatable to generate new, innovative business models. We expect to see three key trends in successful business model innovation in the future.

- **Deliver “thick value”:** First and foremost, consumers and stakeholders will require companies to target more the creation of “thick value”. Today business still often focuses on the creation of “thin value”, i.e. purely profit-driven transactions between the organization and its stakeholders, as opposed to “thick value” which considers more lasting stakeholder value, for example increasing the resilience of stakeholders in the face of global societal and economic pressures such as climate change, demographics or energy security.
- **Use modular approaches to cope with complexity:** The need to be global and act local greatly increases the complexity of managing the business. We expect that companies will increasingly need to take a modular approach to business models – innovating such that different modules can be used as building blocks in a range of market environments, each supporting the overall strategy of the company.
- **Adapt business models to new markets:** Dealing with globalization requires a more significant effort than just “copy-pasting” the existing business model in a new market. Exporting an existing business model to a new market may not be successful. There is an important need for companies to find better ways to generate innovative business models proactively to meet the needs of new markets, or to respond to new developing world competitors,

The Future of Innovation Management

○ 3. Frugal innovation / reverse innovation

Frugal Innovation, sometimes referred to almost interchangeably as ‘Reverse Innovation’, is all about originating and developing innovations in lower-income, emerging markets, taking the needs of poor consumers as a starting point, then transferring, adapting, applying and distributing them in developed markets. This is the opposite of the traditional innovation approach, which has been to develop innovations in the higher value “knowledge economies” of the developed world, to use the emerging markets as a low-cost manufacturing resource, and sometimes to strip the product or service of unnecessary cost and functionality to enable it to compete in the emerging markets. Frugal Innovation has major implications for companies:

- **Innovation systems rapidly:** have to be implemented globally. you have to be where the shifting action is
- **“Frugality”** has to become a facet of the innovation mindset of every company (Philips’ “Sense and Simplicity” concept is an interesting example)
- **More flexible** and open-minded innovation approaches are needed as the “affordability” orientation becomes more important

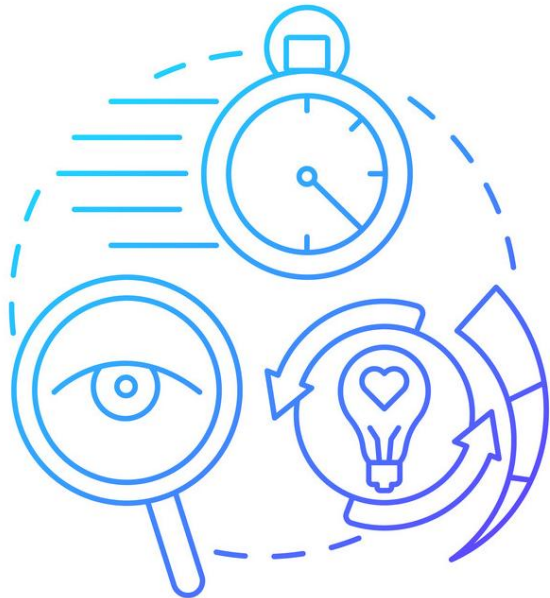


FRUGAL INNOVATION

The Future of Innovation Management

○ 4. High speed / low risk innovation

The drive to reduce time to market and selectively increase the speed of product cycles shows no sign of slowing over the next 10 years. One aspect that is set to become increasingly critical is the importance of getting to market not just fast, but also accurately and with no flaws. Due to the rise in global brands and the arrival of vivid, uncontrolled, ubiquitous mass communication, there is the potential for immense destruction of shareholder value from any flaw in product or service. We therefore expect to see further development of approaches and tools to drive fast, de-risked product and service innovation.



HIGH SPEED/LOW
RISK INNOVATION

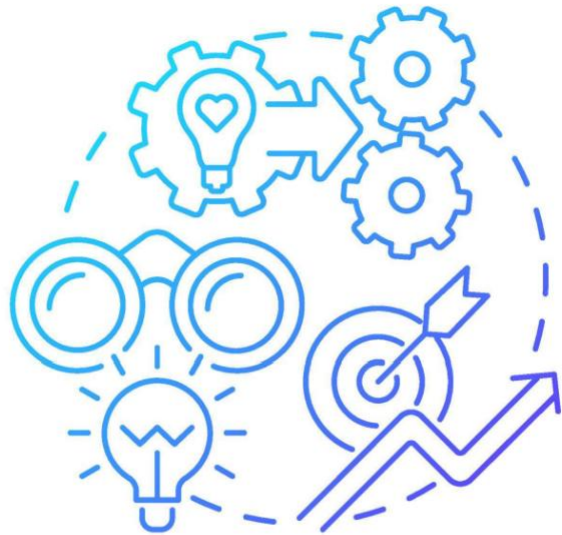
- **Trial and experiment:** starting already in the functional specification phase. At the ‘fuzzy front end’ this will be through increasing use of virtual prototyping and immersive 3-D visualization software to develop both products and services.
- **Global 24/7 product/service development:** Simultaneously we will see the maturation of a trend towards truly global innovation management teams. This will be supported by the continuing development of product design, management and prototyping tools. Global teams with virtual organisations will allow 24/7 development in pursuit of speed.
- **Gradual product roll-outs:** less dramatic big launches and more of a continuing roll-out when new products and services are released to their markets. The approach reduces risk, both for the manufacturer and the user and will become crucial as systems become ever more complex and inter-related.

The Future of Innovation Management

○ 5. Integrated innovation

Integrated Innovation is all about taking innovation approaches that were once the domain of New Product Development (NPD) only – such as idea management, stage gates and portfolio optimization – and applying them consistently as an integral part of business strategy to achieve not only growth but also competitiveness. In summary we see the following aspects of Integrated Innovation as being important for the future:

- **Innovation integral to business strategy:** As innovation tools, including especially radical innovation tools, become more embedded throughout the organization, we expect that leading companies will become much better at applying them more purposefully and effectively in a corporate strategy context.
- **Systematic non-NPD innovation:** This means greater and more consistent application of formal innovation tools and approaches to improve the effectiveness of proactive innovation in non-NPD areas such as management processes, manufacturing operations, business models, supply chain and sustainability.
- **Embedded innovation process ownership:** We expect to see ownership of the innovation process shifting increasingly outside the Technology and R&D functions, ultimately becoming fully embedded in other business functions.



INTEGRATED
INNOVATION



Q & A



THANK YOU