Organisation Change: An insight into change Metamorphosis

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Change in an organization is directed by a multiplicity of voices that impact the way the system and the people respond to the needs of the market and customers, the business, extant and emergent technology and the psyche of the people across the organization. The purpose of this article is to expound a methodology that explores the interfaces and interplays of these voices with a central theme of alignment and meshing of the various psychological and aspirational needs of the active players in changing the way an organization works and thus making the business tick in a new language of processes and practices. The methods that were employed involved creating shared vision emanating from individual dissatisfaction levels based on the change equation created by Gleicher (1960) and refined by Dannemiller (1980) in conjunction with the organizational Development and Alignment model based on the Tensegrity Mandala Framework (Singh & Ananthanarayanan, 2013). The process involved deep dialogue with actual information and data from the current and past trends and experiences to identify the gaps to anchor the present to mould the future along with what 'I' and 'We' need to change in order to meet the desired goals and shape the organization culture. The results indicated that the willingness to change is influenced by understanding the individual's role in shaping the change, the linked roles thereof and the impact on the system. The overall model will help any organization to anchor and manage the change desired to meet the demands of the industry in an inclusive and engaged manner.

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Introduction

The subject of organizational change is attracting more attention than ever, especially in the age of Millennials , with a rising tide of research aimed at understanding this complex topic, which has ramifications for academic fields such as leadership, strategy, human resource management/development and more broadly, organisational behaviour and psychology as a whole.Organisational change has a tremendous impact on organization members' lives. Among other things, it affects their livelihood, their sense of belonging and competence and their overall well-being. For this reason alone, when studying organizational change it is the change recipient's outlook we should seek to understand, first and foremost. If a better understanding of this outlook could also benefit the organisation, all the better. (Oreg & etal , 2013)

Organisational change capability is regarded as generic to all the other dynamic capabilities embedded in an organisation, and as essential if a dynamically stable organisation is successfully to operate any of the other dynamic capabilities around which it is structured. The authors used LITT (Listen- Interpret- Translate-Transfer) to build an explicit model of change, based on the often only implicit experience of the organisations (Oxtoby & etal ,2002)

This paper introduces an **action-research** model that builds the framework for organization change where the main aim of the research is to expound methodology that explores the interfaces and interplays of four principle voices with a central theme of alignment and meshing of the various psychological and aspirational needs of the active players in changing the way an organization works and thus making the business tick in a new language of processes and practices.
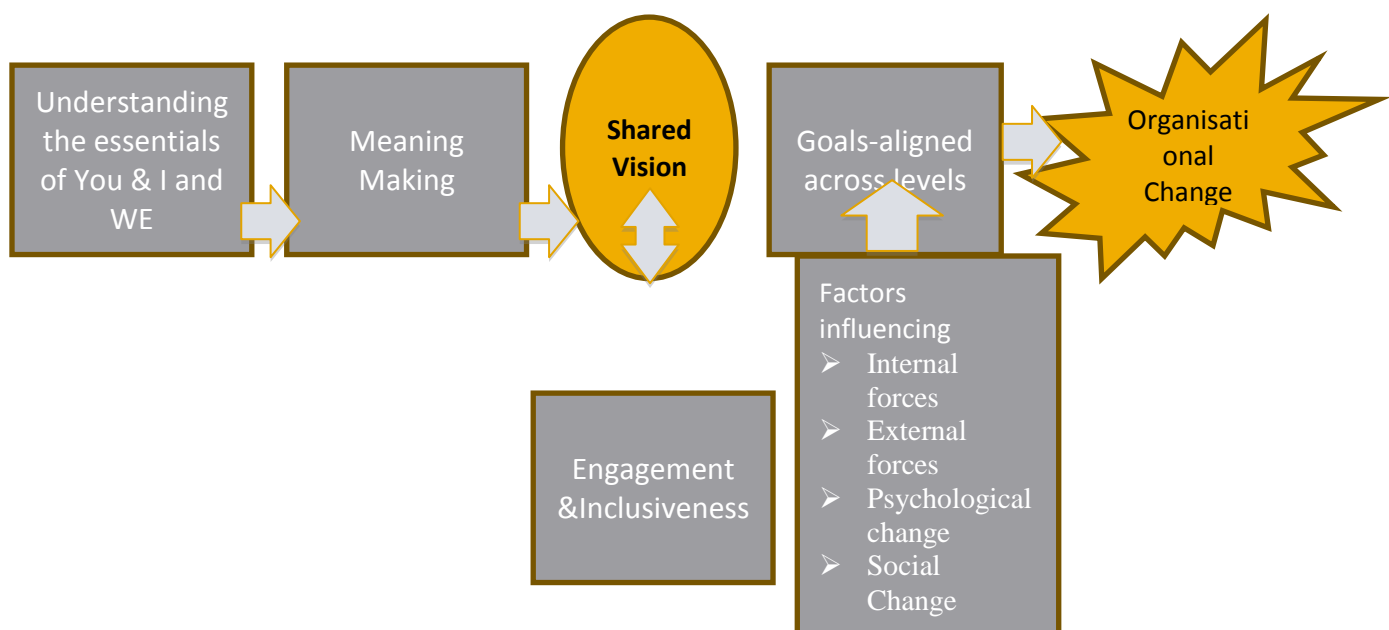
Model for Organisational Change

Fig 1: Showing the Model for organisational change

The above model depicts the understanding the self and the environment and meaning making leading to the shared vision including employee engagement and inclusivity. The goals framed and communicated the individuals and the factors affecting reaching the goals have been studied in detail. Thus the phases of organizational change has been charted out in actions evolving as it unfolds in ripples to form a concerted wave of change.

IUNDERSTANDING THE 'YOU' AND 'I' ESSENTIALS

To explore the essentials of 'You' and 'I' it is important to understand the underlying factors of an individual and then bond them together, especially in an organisation this is vital to create a healthy atmosphere and is a huge challenge to any organisation when it is in transformation mode of change. As the first step a Goal Alignment workshop was conducted to enable a free flow of expressions around a Business Aligner model based on Tensegrity Mandala and through themes the

individuals were exposed to a Change Equation and start with by posting their dissatisfaction and then work through to develop their visions and evolve a vision and policies for the organization.

Change Equation

The concept of Change equation was created by Richard Beckhard and David Gleicher refined by Kathe Dannemiller .

D x V x FS > R*

D: Dissatisfaction with the present

*How intense? Sufficient to move from wish to will?

*All that I wish to change and leave behind of the present i.e., what price am I paying for being entrenched in the past?

V : Vision / Future State

*Shared, dialogued, convergent

Resistance

*That which I am hanging on to, fears of what change will imply, comfort zones etc i.e., what price am I afraid to pay for the change?

* What payoffs do I experience from Persisting with the status quo?

* How am I part of the problem?

**FS: First steps**

*How can I be part of the solution?

*What personal/ role transitions do I need to work on?

Bovey (2001) investigated the role of both adaptive and maladaptive defence mechanisms in individual resistance. His findings indicated that five maladaptive defence mechanisms projection, acting out, isolation of affect, dissociation and denial were positively correlated with behavioural intention to resist change. The adaptive defence mechanisms of humour was found to be negatively correlated with resistance intention.

The concept of Tensegrity Mandala was used to explain/elucidate the tensions between and across the four voices that bind the business to exist and grow.

Tensegrity Mandala

The word Tensegrity was coined by Fuller (1968) he defined Tensegrity as tension plus integrity. Tensegrity is the pattern that results when push and pull have a win—win relationship with each other. The pull is continuous, and the push is discontinuous. The continuous pull is balanced by the discontinuous push, producing integrity of tension and compression. Fuller explains that these fundamental phenomena are not opposites, but complements that can always be found together. In the words of Carl Jung, a Mandala symboloizes "a safe refuge of inner reconciliation and wholeness", it is a synthesis of distinctive elements in a unified scheme representing the basic nature of existence. Singh & Ananthanarayanan (2013) introduced two terms—Tensegrity and Mandala—in search for a better understanding of organizational phenomena and the nature of human experience within the organisation. The authors used the term "Tensegrity" to explore Psychological and Sociological dimension of an organization including role taking, conflict, individual and group processes within the organisation, where the continuous pulls and the divergent pushes that lend a design and structure to the organisation, apart from defining the nature of extant culture within. Mandala represents the universe itself it is both the microcosm and macrocosm, and we are all part of its intricate design. It enables to depict the systemic as well as institutional and human energy properties. Mandala captures and mirrors the nature of energy within the organization, as the Mandala is more than an image seen with our eyes; it is an actual moment in time. It emphasizes on the complexity of voices that exist in an organization, and how these voices create multiple realities.

Presenting the Tensegrity Mandala
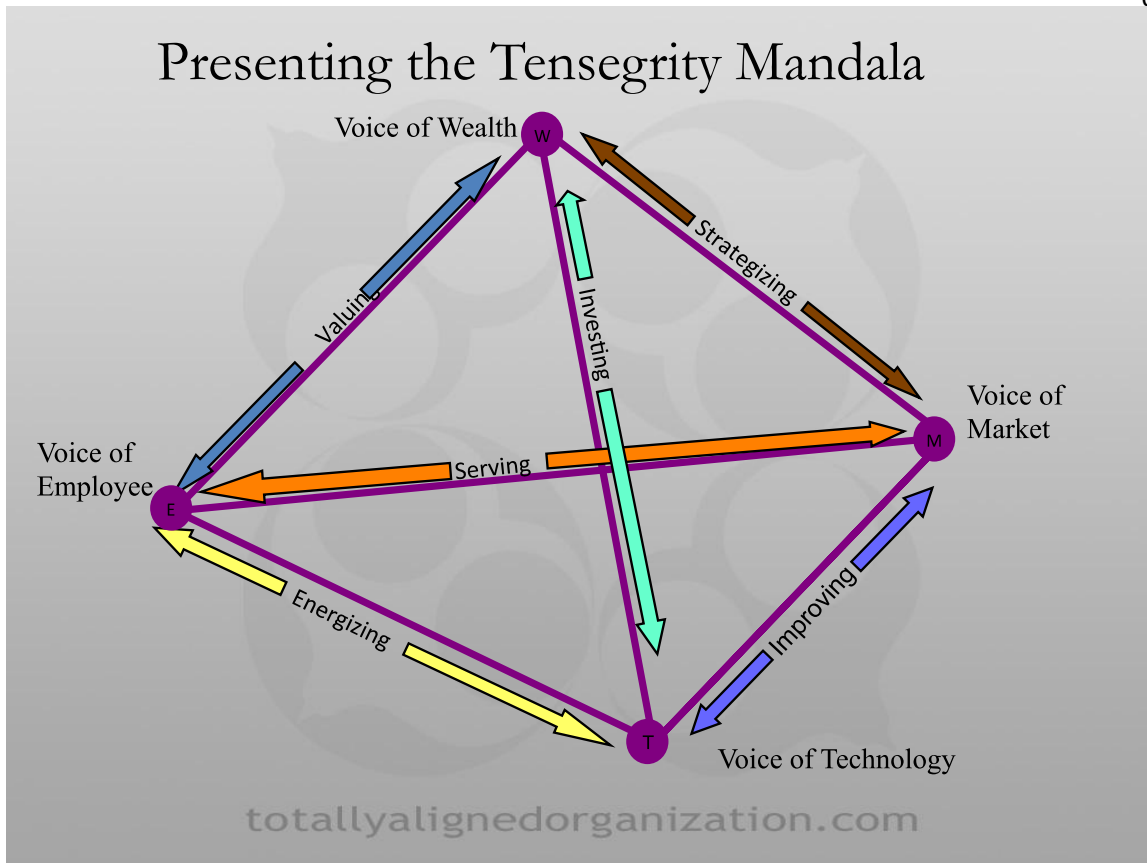
Organisation is a dynamic interplay of four key and distinct universe, which co-exist and often compete for the attention of the organizational leadership. This cluster of four universes is continually morphing and changing. Each universe in its dynamic with the others has its convergent pulls that create a sense of continuity and stability.Four voices is a vector of challenge from the environment, both outside the organization (the macrocosm), and within the organization. This vector is dynamic and inscrutable. The extent to which the members of the organization actively listen to these vectors and accurately decode the underlying patterns becomes a starting point. The person or persons who then communicate this "decoding" end up anchoring the voice of each universe for the moment that is they voice the reality of that universe to the organisation. It is understanding and explicating these voices that we take the first step of creating the Tensegrity Mandela.

The four voices that align the business in a direction that will foster strategic fitness and growth are:

1. Voice of wealth (VOW) – This universe comprises and stands for the expectations, demands, decisions, processes, and the voice of owners, shareholders, investors, banker's analysts and all those who are concerned with the wealth creation capabilities of the organization. Investment, divestment, funding, financing, risk management and rewarding are key processes that are associated with the voice of wealth.

2. Voice of Customer (VOC) - This universe comprises the concerns, demands, expectations and opinions of the markets, competitors, new entrants, existing customers, prospects and potential customers, latent and undiscovered needs of the customer.

3. Voice of Technology (VOT) - This universe comprises the energy and structures of throughput value streams, innovation, research and development, emergent technology etc., This expresses the concerns around delivery, delivery capability, and delivery quality of the organisation in meeting the demands of the market and customers.

4. Voice of the Employee (VOE) - This universe comprises the concerns, wishes, fantasies, expectations, demands and grievances of the professional employee, the worker, the manager, and the human being within the organization. Often erroneously labelled as Human Relationship problems or challenges, many aspects of the voice of the Employee phenomena are around disappointments, non-negotiated expectations, behavioural propensities, role-taking, and multiple cultures that co-exist within the organization.

In any organization, the leadership continually formulates a response to these vectors of challenge as voiced by the persons who experience and decode them. Often the nature

of this response to each vector or voice creates a continuous pull (or tension) that is aligned across the strategic intent of the organization. The pull evokes a sense of convergence within the organizations. The decoding of a particular voice or the set of voices is ideally done through a process of dialogue and continual pull or a tension as represented in Tensegrity structures. However when organizations chose to eliminate or ignore dialogue the inherent structures, processes and systems get characterized by discontinuous push or control as evident in compression structure. The stress on the leadership is immense where a designated leader or a leadership team, claim to completely understand and visualize the nature of unfolding and movement within a voice. This stance of the leadership also creates waste within the organization.

Tension 1: Investing – The two voices—Voice of wealth and voice of Technology— gives rise to a simple tension of 'Investing'. Investing tension also comprises of dilemmas, challenges and concerns of capacity creation, Technology focus, research and development initiatives, knowledge management.

Tension 2: Strategizing tension- The tension between the Voice of customer and the Voice of wealth. Strategizing tensions are referred to the patterns, choices, dilemmas and perspectives evolve and get deployed on a daily basis as opposed to the content approach— a strategic plan or ploy. The key challenges and dilemmas that underlie within strategizing tension are designing and aligning the business model, the revenue model with the strategic intent. Understanding the mind of the customer and the market dynamics.Environment analysis, Business Analysis, Competitor analysis, SWOT, Market definition, Branding, Product Development, Variety (QFD), Visibility/ image building

Tension 3: Improving tension- The tension between the Voice of customer and the Voice of Technology. Managing this tension is the key differentiator for most organizations to survive. The Key dilemmas are the effectiveness and efficiency of the

delivery system, the areas of improvement which can be most rewarding to the customers, and the deployment of learning in the workplace.

Tension 4: Valuing Tension- The tension between the voice of wealth and the voice of employee. Organizations had to create a space or an institution where each and every individual or team creates value and feels valued. The key challenges are socializing, mentoring, Training, work design, Recruitment, compensation, performance Appraisal, career Design, share vision. Engaging with the valuing Tension/ Dialogue means exploring, dialoguing, and identifying the dilemmas, choices and constraints amongst others.

Tension 5: Serving tension- The tension between the voice of customer and the voice of employee. Serving tension refers to the deployment of human energy towards delighting the internal and external customers of the organization, and in ushering in a culture of developing capabilities and resources for the customer. The serving tension is often seen as that intense and yet invisible effort to ensure that the customer remains loyal to the organizations, and to move from creating value towards patterning value.

Tension 6: Energizing Tension- The tension between the voice of technology and voice of employee. The energizing tension examines how each employee is energized and involved in his/ her interface with a given technology design. The organizations is depicted as a three dimensional Mandala, where the Tensegrity offered balances and interrelationships on dualistic perspectives and dilemmas within each two voices comprising a tension. Tensegrity helps us restate some of the problem of organizational conflicts— technology demands versus wealth creation, employee needs versus investor concerns, employee needs versus technology constraints etc., By the handling the dualistic compression relationships in a holistic structure, it is no longer a

question of what one is for or against of what one considers right or wrong, or correct or incorrect etc.,

II <u>MEANING MAKING</u>

Employees are the asset to any organisation; only through them they can forecast and conduct their business to meet customer requirements and make profits. The management would want to seek a change which will not only enhance the business but their market value also; as the saying goes 'Change is Constant' one has to constantly change to exist and stay in business. At this stage it is very essential for each one of the employees in the organisation to relate to the change and act upon as to what 'Change means to me' and 'what change means to the organisation'. To identify the same one to one interaction was done to understand how each defines the change that is planned to implement and what is the value they attach to it, how they can see their success factor, how it makes a difference to them and how they can contribute to it.

III <u>SHARED VISION AND GOAL ALIGNMENT</u>

Creating Organizational Vision

Shared Vision Deployment or Hoshin Kanri which was coined by Bridge-Stone Tire (1965) is a tool originated in Japan and is the application of Deming's PDCA cycle to the management process.
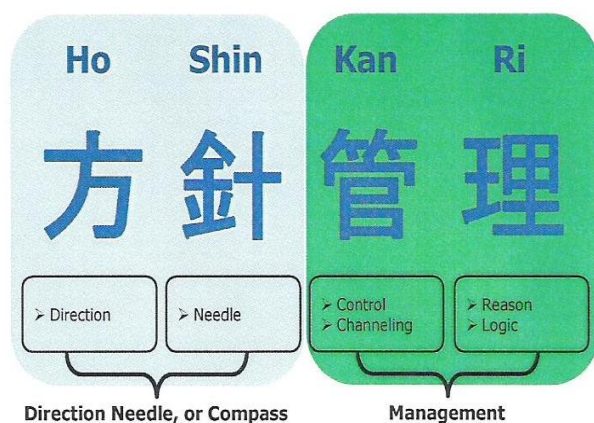
Hoshin Kanri is a systematic approach that can be comprehensively applied to grindmeet and exceed even the most severe competition. It involves both voluntary and mandated team-based activities systematically carried out on a project-by-project basis at all levels of organisation to continually improve business performance in all of its aspects both on an inter-and intra-functional basis.

Hoshin Kanri embraces four key elements of business management namely-

1. Vision – The goals, aims, and future scope of the organisation are derived from the vision.

2. Policy Development- It requires the development of strategy, policy, benchmarking and Targets.

3. Policy Deployment- The deployment of the targets must be to all levels through a cascade process and the creation of policy at each level of management.

4. Policy control- There must be a feedback loop of results to complete the Plan-Do-Check-Act (PDCA) cycle which is the Shewhart cycle (which some nowadays refer to as the Deming wheel).   (Hutchins, 2008).
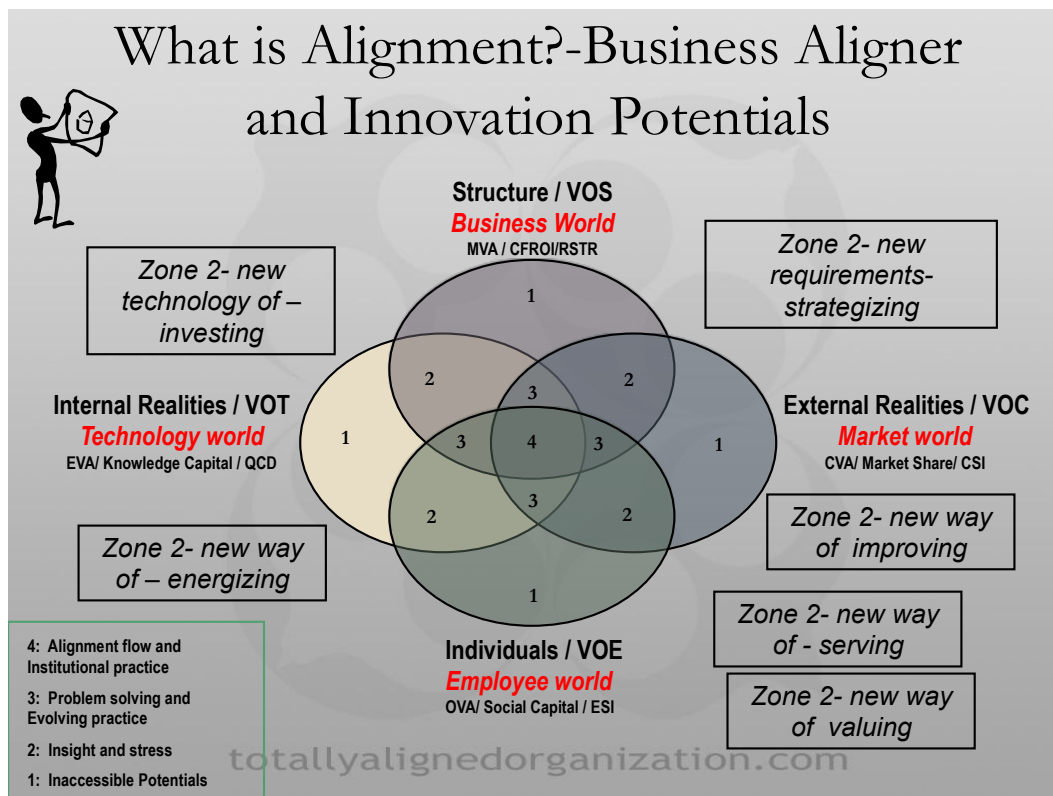
A goal alignment workshop was planned (mentioned earlier) to all the management where the four elements of Hoshin Kanri were:-

Step 1: A brainstorming session to understand the goals, aims of the organisation and to frame a vision statement.

Step 2: Policy Objective to be achieved for the year, along with primary and secondary responsibilities

Step 3: Policy deployment- cascading of the objectives to specific targets that are to be achieved and at what levels it has to be done.

Step 4: Evaluation and review plans on regular basis to see whether the set objectives are reached by the individual.

IV ENGAGEMENT AND INCLUSIVENESS

Once the shared vision is established the most important aspect is to make the employees engage in the change as they are the change agents and the impact of any change can be sustained when a real sense of inclusiveness through creativity, planning for action, and an ownership in total is given to the employees. The psychological

wellbeing of the employees is said to increase if there is inclusivity, and towards this various approaches were adopted for the organisational change.

Four tier approaches was adopted-

A. **Senior Management and Middle Management-**

Hoshin Kanri and Roadmaps — Workshop for senior management and middle management was conducted to create a shared vision and a strategic roadmaps, where the management were facilitated to articulate the long term and short terms goals to reach the vision. The roadmap for each policy objective was done and the task was assigned to the primary person responsible for it. An Organization Maturity Model (OMM) was created based on the industry specific parameters where in this would enable the individual to assess the levels of maturity and plan his/her learning and application to meet the goals for the organisation performance and growth. The review on each parameter was made by the individual along with the management and the rating was done, the rating was done at three levels basic level, intermediate and advanced level and an artefact was given to each parameter to make an objective evaluation. In terms of where are we and where we want to reach to accomplish our vision, and also a discussion as to why the new levels are required.

B. **Middle Management**

A3- A3 is considering to bean effective and holistic tool for planning and execution of Goals emanating from the Hoshin Kanri . A3 is used for managing improvements and as well as strategic planning; it is a one page report which includes the problems, analysis, understanding the root cause and action plan with who and how the problem will be solved. The responsible person from the PO

(Policy Objective) matrix was asked to choose the issues that need to be resolved for a better performance. A3 allows the individual to team up and get the work clarity, and chart out each problem area and work on it. This bought the individual close to the area they are working and think logically to solve the issues, who earlier thought my seniors or management will take care. A3 gave a feeling to the individual that the problem is everybody's problem, if not attempted to solve it will grow to a stage where nothing can be done. Group cohesiveness was much more evident than before, the group were asked to present their A3's on regular basis, this presentation itself gave the feeling to the team members that they are the part of the group and they are now recognized and appreciated for their work and now they are also part of the Decision making process.

C. Managerial & Executive category

VAP (Value Adding Position)- For each role an individual plays in the organization what is the value he/she is adding congruent to their position. Based on this concept for all the key players in the organsation, RED's (Role Effectiveness Dimensions) were developed with sub-elements supported by artefacts that had to be evidenced to show application and knowledge. VAP cards were given to the employees explaining them the organisation goals, individual goals and also how it has to be achieved.

For example: A Vice President of the organisation will have in the VAP card role descriptors as Throughput Developer, Institutional Builder and Team Developer.

Development Center (DC)was established which was called as Journey to Discovery, and for the managers' category from cross-functions, a two day role effectiveness workshop was conducted to make them understand the way they were playing their roles, their orientation and gaps of what is the actual role play

or role effectiveness dimensions they should exhibit. During this they also understood the power of team work, their propensities and entrenchments. The programme wasdesigned in such a way to include activities of learning, fun and awareness.

A**Development Diary**was given to each selectedindividualwith their RED's and a development plan was made by them with the PDCA to track their development in a systematic way .The employees were asked to sign on their roles and stay committed, the mere signing made them to feel responsible and sense of pride that their signature is displayed on the notice board. There were periodic reviews on the development agenda with a coach to help them to perform as per the plan.

Theatre workshop- For supervisor Cadre in the organisation, Theatre workshop was organized outside the organization with a notion to give them experiential and new learning with a theme of self exploration. The one day workshop on team building, bonding, trust building, creative thinking, collaboration, and with river of their life made the employees empowered, align with the goals, clarifytheir thoughts, action and understand their responsibilities in terms of job, link and system.

A module was developed on **KPI (**Key Performance Indicator) which was taught and later tested on the employees, who took the exams and cleared it. This not only gave them the awareness on the subject matter but also a confidence to face such exams and implement in their workplace.

Many workshops and meetings were held to bring people closer and make them to work together, after each session the employees were asked to gather in a circle and share their experience which we called as **Circle of Presence** which helps

them to face each other and also feel equal, the circle is considered to be a source of energy and power.

D. **Workers category–**The major workforce in the organization is the workers category, it is important to make them understand about the change, hence workers were included in this change management where in as the first step employees were addressed and an awareness was given as to why do they see new changes happening in the organisation, what is the company's vision and what is their roles in driving the system along with the roadmaps were explained to them.

The methodsthat were used to involve and engage were:

a) **Survey method**- A survey was conducted to the employees in the organisation with the following objectives-

   i)   To create a employee relationship database in order to develop schemes

   ii)   Creating an image and experience of a caring organisation.

   iii)   Inculcating a high level of ownership and high performance culture of value addition.

   iv)   A sense of alignment of organisation to their personal wants and needs fulfilment.

The tool Relationship Database Form (RDF) was constructed and the data was obtained from 612 employees in the organisation the scale consisted of five areas such as Technical, Social, Economic, Quality of life and Emotional aspirations.

- Technical aspirations covered their work or skill related desires.

- Social aspirations looked at their wishes for their families, parents and children.

- Economical aspirations were meant to learn about their financial and living needs.

- Quality of life covered mainly their aspirations for a better standard of living and looked at how they could balance their life better.

- Aspirations for hobbies were asked so that the researchers could better understand what interests the employees had and if they wished to learn more skills.

- Challenges faced covered any other aspiration that was left out in the previous ones, mainly relating to family, education and income.

- Emotional aspirations looked at what the employees needed for their emotional well-being, and to live a balanced and happy life.

The obtained data was subjected to descriptive analysis and the results revealed that the employees shared their feelings and expressed that they are thankful to the organisation for giving them the time to talk about their feelings, aspirations, struggles and happiness.

b) Total People Engagement (TPE) -As the objective was to create the caring organisation and giving a sense of alignment of organisation to their personal wants and needs fulfilment. Various programmes were lined up throughout the year for the employees where in they could fulfil their aspirations. The TPE programmes were called as '**PANCHOLI**' movement in the organisation. Badrinarayana (2012) coined the term Pancholi which is derived from the word 'Panchayat' and 'Rangoli', it is a community, where it is guided/ directed/lead by elder (s) and onus is on harmony and resolving through dialogue and wisdom. It also means colourful, a sense of creativity, spirituality, patterns, symmetry which will emerge in the minds of the individuals.Pancholi would bring a sense of ownership, responsibility and enjoyment at the workplace.

i) Cue card system- As a part of TPE, the organisation began an interactive communication with all the shop floor employees, since there are a large number of employees (2400) reaching the employees and interacting them is rather difficult. Hence

the cue card was initiated to understand the employee's views and their expectations from the organisation. This in turn would make the employees feel important and it is an opportunity helping them to express their views and be included in the process of Change. Once in two months the cue card was given with various themes as discussed by the change implementers. The obtained responses from the employees were analyzed and the opinions of the employees are displayed on the notice board and also the Plan of Action for the same. This gave the feeling of the employees that it is a "**Caring Organisation**" which is giving importance to their feelings and emotions.

iii) Recognition and Appreciation- The extrinsic motivation is also considered to be important other than the monetary rewards. **Appreciation wall** was created were in the employees performance was appreciated and their photo was displayed, this made the employees to perform well. The talents of the employees were recognised through various programmes and to enhance the competitive spirit in the organisation competitions were held very constantly.

Some of the other programmes organised as part of TPE programmes are Rangoli competition, Ethnic day, singing competition, Competition on Quality, Technical aspects and an Essay competition to give a positive work environment to the employees. As most of their life time is spent in organisation the need of engaging the people in various activities was given importance. The employees also had expressed that no other organization they had worked earlier had given them this kind of platform to exhibit their talents and through this activities they not only feel close to the organisation but also to the people they are working with. Hence the teaming, working and the dialoguing were evident in the organisation.

Hence the employee engagement and inclusivity was across the organization at all levels,

V <u>ORGANISATIONAL CHANGE</u>

In the process of Organizational Change the key factors are:

1. Environmental change- Change the way the people work, stimulating environment in terms of visuals, (TPE), competitiveness, internal environment and external environment.

2. Behavioural changes- Acceptance, willingness, understanding , supporting, volunteering, change of belief system, interpersonal relationship, empowering the team, attitudinal change (Knowledge adjustment)

3. Psychological changes- Perception, emotional, bonding to the organization, boosting of morale, feeling of inclusivity, motivation, self-esteem, sense of belongingness, psychological wellbeing.

4. Organisational behaviour- Conducting meetings, reviews, feedback to the individuals.

Change is constant it can be said when there is a dissatisfaction there is a strong drive and need to move to a satisfaction level, for which one has to have a clear vision and take the first step in accomplishing it. Resistance is considered to be the biggest enemy for any change. As and when the dissatisfaction arises definitely there is a need to be focused to move.

Conclusion

From the above sets of actions and processes it can be concluded that the metamorphosis of organisational change starts with the need to understand the self and the environment (you and I) and therefore one can contribute through shared vision leading to the establishment of collaborative roadmap to achieve the vision. This gives a clarity communication through which the individuals get actively engaged and giving

them the feeling of inclusiveness through creativity, planning for action, action outcome and taking ownership in total. It is also essential to build trust, enabling dialogue (Spaces -Psychological) for outpouring, circle of presence/ togetherness that I am a part of the whole to whole is bigger than the sum of the parts. The goals lead to the teaming and learning of the employees in the organisation by setting down targets, challenging the status quo, willingness to commit and own up failures or the inadequacy both system driven and acceptance of data and fact orientation. The evolution of cycle of change that is the experience of success, done the process way and consistency is easy, the mere spark of dissatisfaction creates the demand of/for others, the frustration/ disappointments, the uncertainties and the let downs enables one to see the vision and take the first step by introspecting one's ability, insight, esteem and knowledge. The need for the change should be felt by both the individual and the organisation fueld by the hunger to achieve and go beyond the restraints of socio dynamics and socio- market forces. Therefore the evocation of the meaning making, self realisationdrives the organizational change which is greater than the resistance.

The willingness to change is influenced by understanding the individual's role in shaping the change, the linked roles thereof and the impact on the system. The overall model will help any organization to anchor and manage the change desired to meet the demands of the industry in an inclusive and engaged manner.

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