



MANAGING ORGANIZATIONAL CHANGES FOR OVERALL EFFICIENCY: A CASE STUDY

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Abstract

At work, most problems stem from people feeling unhappy or being unfulfilled. This impediment the ways for overall efficiency and change management necessarily required for improvements in organizational effectiveness. Everyone is responsible for the results of the organization because everyone benefits. The critical elements of Employee ownership are Responsibility, Loyalty, and Initiative. Profile of the ideal Employee is his Attitudes and Behavioural work. His Work Productivity, Human Relations, Personal quality. Work life balance. The Change and managing it at personal level, the very first level of underlying behavioural dimensions, a existential process in human endeavours. The "We" culture. Fundamental Characteristics of good "We" work culture, comprised of an organization and various groups & individuals which constitutes - Group dynamics, Causes-Content- Effect and processes (OCTAPACE). OD Interventions, initiatives for managing the change, most certainly offers ways to address such issues. This includes personal feelings of confidence, fulfilment, sense of purpose, Engagement etc. for overall efficiency. It develops people's confidence, self- esteem, personal strengths, and crucially a rounded sense of purpose and fulfilment which fundamentally improve attitude, Work life-balance and emotional well-being for sustainable productive work and resolve work-related issues resulting into improving overall efficiency, organizational effectiveness. The paper presents a case Study, describes glimpse of the process of diagnostic survey method and development of appropriate intervention strategy sought for the transition of various elements related to Individuals & Workculture.

Keywords: *Efficiency and Change, Employee ownership, Engagement, Work Culture, Overall efficiency, organizational effectiveness*

At work, most problems stem from people feeling unhappy or being unfulfilled. This impediment the ways for overall efficiency and change management. Organizations seems to be so obsessed with their substantial areas of work that they do not stop long enough to focus on some other dimension which may be equally important" necessarily required for improvements in organizationaleffectiveness.

The most critical functional aspect of Human Resource Management functions are Deployment (Recruitment) Engagement (Performance) and Development (Training & Development).

Employee Engagement and Work Culture

One of the key elements of Employee Engagement is employee-ship. Like citizenship, it means “Mobilizing everyone’s energy to win” .The ownership of Responsibility, Loyalty, and Initiatives for action. Everyone is responsible for the results of the organization because everyone benefits.

Employee Engagement & Work Culture exists in the perception of individuals and their organizational environment. At work, most problems stem from people feeling unhappy or being unfulfilled. It is manifested in different ways to address personal feelings of Self fulfilment, sense of purpose, etc. It involves people's confidence, self-esteem, personal strengths, and crucially a rounded sense of purpose, attitude, work life-balance and emotional well-being for sustainable productivity.

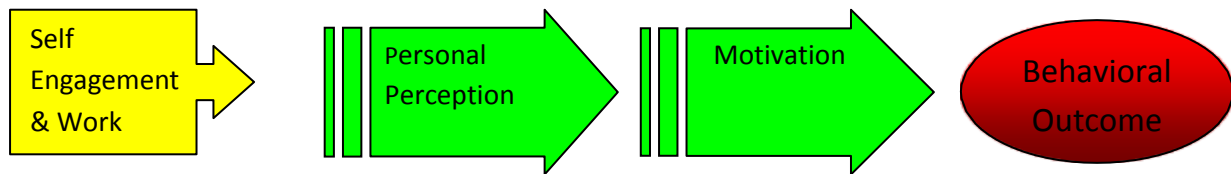
An "***engaged employee***" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work". Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture. A profile of the ideal Employee is his Attitudes and Behaviour at work. His efficiency, work productivity, inter-personal relationship, personal qualities. Work life balance etc. The Change required and managing it at personal level, the very first level of underlying behavioural dimensions, a existential process in human endeavours.

“Work Culture” is a function of as to how different members perceive it. Each individual perceives things differently. Personal characteristics such as needs, values and attitudes influence ones perception of various aspects of the work environment. In the process of forming Work culture, perception of the individual acts as an information processor. The fundamental characteristics of good "We" work culture, comprised of an organization and various groups & individuals which constitutes - Group dynamics, Causes-Content- Effect and processes (OCTAPACE)

The individual’s needs, incentives and expectancies are satisfied or frustrated by his or her perception of the work environment. Such experienced motivation tends to lead to the manifested behavioural outcome in terms of Productivity, Quality, Speed, Delivery, Absenteeism, Accidents, Quality of work life, Employee relationsetc.

The whole process is just described as follows:

EMPLOYEE ENGAGEMENT & WORKCULTURE



OD (Organizational Development) Interventions, initiatives for strategic change, most certainly offers ways to address such issues. This includes personal feelings of confidence, fulfilment, sense of purpose, Engagement, unleashing human potentials at work.

It develops people's confidence, self-esteem, personal strengths, and crucially a rounded sense of purpose and fulfillment which fundamentally improve attitude, Work life-balance and emotional well-being for sustainable productive work and resolve work-related issues resulting into improving overall efficiency, the organizational effectiveness.

The paper presents a case Study, describes glimpse of the process of diagnostic survey method and development of appropriate intervention strategy sought for the transition of various elements related to Individuals & Work culture.

AIMS AND OBJECTIVES

The study was undertaken to find out whether

1. Company can reinvent itself by developing a sense of urgency into each & every employee to put their mind and soul to do all that they are capable of. Influence fair and consistent practices.
2. To Identify opportunities
 1. To improve organizational practices,
 2. Increase staff contributions,
 3. Improve skillset,
 4. Inspire innovation,
 5. Improve quality and
3. To evaluate some of the following areas
 - Improper communication, communication gap
 - Improper understanding about company's objective,
 - Lack of appreciation about co. policies and program,
 - Indifference towards seniors,
 - Skill gaps and training needs,

- Personnel practices, Unfairness, or inequities;

Overall objective was to find out

- Clear and compelling cases of human capital practices that jeopardize the integrity, quality, and team work.
- Ways to improve ownership, sense of belonging and oneness in the employees to result in sustainable productivity improvement culture.

In order to reach each and every employee and to have comparative information to identify perception, pattern and differences, data collection through questionnaire, one to one interaction as well as in the group, discussions with all employees were held.

METHODOLOGY

The Survey attempts to capture the essence of the Organizational Work Culture by assessing the perception of the employees towards the primary characteristics of the organizational environment.

The exploration is carried out with more thrust on the Human process aspects, which are significant and needs to look for deeper understanding. This will look at further opportunities to deal with them more effectively rather than a customarily one shot solutions to the multiple complex issues involved therein.

DATA COLLECTION

| OnCompany-roll | Staff | Primary Workmen | Total | Secondary Workman | Total |
|----------------|-------|-----------------|-------|-------------------|-------|
| Respondent | 52 | 9 7 | 149 | 14+ 6 | 169 |

Total Contract employee (14) & labour contractors (06) covered in group interaction Interview Data Collection (by Questionnaire & Personal Interaction & Clinical observation) Questionnaire description and coverage

This covers following aspects:

1. Problems and Issues,
2. employee engagement Dimensions,
3. Work Culture characteristics - Processes and Human Processes

Problems and Issues

Any Problems being faced open ended (Descriptive)

1. Any Idea or any change suggested Open ended (Descriptive)
2. Any additional Responsibility you want to share Open ended (Descriptive)

Employee engagement Dimensions

- Employee Benefits & Services, Total :03 Questions Open ended (Descriptive)
- Learning & Development, Total :04 Questions
- Individual Growth Q, Total :06 Questions Open ended (Descriptive)
- Relationship with Superior, Total :04 Questions
- Performance Assessment & Recognition, Total :08 Questions Open ended (Descriptive)
- Communication & Participation. Total :04 Questions
- Belongingness & Pride. Total :05 Questions Work Culture characteristics - Processes
 - work culture OCTAPACE Total :08 Questions Problems and Issues & suggestions
 - Question: My Company will be better place to work if ... Open ended (Descriptive)
 - Question: Current problems being faced ... Open ended (Descriptive) Cross Check to Q.1
 - Question: Suggestions for improvements Open ended (Descriptive)
 - Question: Suggestions for Quality Improvements Open ended (Descriptive)
 - Question: Awareness and causes for lower productivity Open ended (Descriptive)
 - Question: General Satisfaction at work. (Closeend)

Interpretation of data

Close ended question with tabulation for statically analysis & interpretations. Open ended question responses were recorded with Qualitative analysis gist- summary

Exclusion: For the respondents with limitations, clinical observation method is being used for the Validation of data collected,

CONCEPTUAL FRAMEWORK

A. Human Process: The dimensions inorganization


| Nine Fundamental Human Processes | | | |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input (Elements) | (Process Activity) | Outcome | Observations |
| Individual | Existential Process Self Awareness, What is happening to him of Social Reality, Self Actualization, Concerned for personal life goals, Motivational process (Satisfaction and frustration) | Integration of individual in Organization , Quality of life | SWOT S: Rich Work force with Experience, skills & Competence W: Ageing workforce, Speed , Productivity Quality O: Adoption of new technology & Business |

| Nine Fundamental Human Processes | | | |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input (Elements) | (Process Activity) | Outcome | Observations |
| | | | growth with productivity T: Profitability, Employee redundancy, Competition |
| Inter-personal | Empathic Process Establishing Relationship, Reaching out to others, Communication, Building Relationship, Collaborative and Competitive process(Conflicts, Concern or Cooperation | Interpersonal effectiveness group effectiveness in the organization | You v/s me You (WM) Blame process! Are you not Responsible? Concerned? Do as directed, work with your hands –Don't advise! |
| Role | Coping Process Linking with others, Relationship between the Individual different roles (Pressure- Conflicts- Stress) | Role Effectiveness | What am I (Feelings Inclusion or Exclusion) at work A worker, Team member , follower, shop floor leader, Committee member ?AT Social set up Spouse, Father, Respected, Elderly, family member, Man with life wisdom in his community |
| Group | Group Building Process Functional Group Horizontal and vertical Formation, Building group as entity, emergence of norms & traditions (Cohesion v/s conflicts) | Group Effectiveness | Forming, Storming Norming and performing (Feelings expressed and Want of Inclusion or Exclusion) |
| Inter-group | Collaborative Process Various group works together with common responsibility as well as deals with problems in their own areas, Cooperation , Perception of power-Trust Competition and cooperation, functional and dysfunctional ways | Problem solving capability building | Mutuality, & Synergy for Co existence, Sharing Fallacy of Win-Win Employee relations |


| Nine Fundamental Human Processes | | | |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input (Elements) | (Process Activity) | Outcome | Observations |
| The Organization | Decision Making Process Dynamics of decision making, Dealing with problems with various dimensions- involvement of individuals. Group, inter groups working together | Institution Building | Time speed and effectiveness in every thing doing right things right in right time. Leadership Style Delusion of Authority , Power and Might, Delegation |
| | Environmental interface influence process Societal environment – Political, economic, Cultural conditions- Who influence more – Proactive V/s Reactive autonomy of Org. Insulation against undue influence or keeping itself open to healthy influence | | External changes in demographics, Technology, Modernization, urbanization and infra structure, |

WORK CULTURE OCTAPACE

Underlying human behaviour dimensions of an organization and various groups & individuals which constitutes - Group dynamics, Causes-Content- Effect and processes”

| Fundamental Characteristics or spirit of Good Work Culture OCTAPACE | | |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Input (Element s) |  (Process Activity) | Outcome |
| Openness | Spontaneous expression of feelings, thoughts and the sharing of these without defensiveness. | Improved implementation of system & innovation |

| | | |
|----------------------------------------|---------------------------------------------|--------------------------------------------------------|
| Confrontation & Exploration | Putting up a front ,Facing than shying away | Bold action , No postpone ments, procrastination |
|----------------------------------------|---------------------------------------------|--------------------------------------------------------|

| Fundamental Characteristics or spirit of Good Work Culture OCTAPACE | | |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Input (Elements) |  (Process Activity) | Outcome |
| Trust | Maintaining confidentiality of information shared by others and not to misuse it. | Higher empathy, Timely Support, Reduced paperwork-stress level, Effective delegation, Higher productivity |
| Authenticity | Congruence between what one feels and does owning ones mistake and in unreserved sharing of feeling | Reduced distortion in Communication |
| Pro- action | Taking initiatives, preplanning and taking preventive action and calculating payoffs of an alternative course before taking action (At Feeling, Thinking and Action levels) | Early problem detection, detailed planning, Analysis of success & failures. No surprise event, improved time Management, Minimized emergency situation |
| Autonomy | Using and giving freedom to plan and act ones own sphere | Effective delegation, No time loss forapprovals |
| Collaboration | Giving help to asking for help from others, working together, team work , sharing experience, improved communication, resource sharing. | Better resource utilization, Joint decision making, Involvement & engagement of staff, Quality Meetings and reports |
| Experimentation | Using and encouraging innovative approaches to solve the problems, using feedback for improving taking fresh look and encouraging creativity | Learning Organization, Creativity, Newproduct ServiceInnovations |

Total : 34 Questions were summarized with employee engagement Score Matrix standard as mentioned hereunder.:

The Matrix was designed in 4 Point scale (0~4) This has been arrived at the premises that

- ❖ Score : < 2.0 (below 50 %) is a matter of “SeriousConcern”,
- ❖ Score : 2.0 – 3.0 (Between 51~66 %) is a matter of “Area ofConcern”,
- ❖ Score : 3.0 - 3.4(Between 67~83 %) is a matter of “Emerging Strength”and
- ❖ Score : ≥ 3.4 (Equal to and above 84 %) is a matter of “EstablishedStrength”

Employee Engagement Matrix

| Indication | Score | Ares (Findings) | |
|-----------------------------|------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| | | Things that are working well | Things that are in place but not working well |
| Established Strength | ≥ 3.4 | Belongingness & Pride | |
| Emerging Strength | 3.0 - 3.4 | Learning & Development, Individual Growth, Relationship with Supervisor | |
| Area of Concern | 2.0 – 3.0 | | Communication & Participation (Staff.2.8/WM 2.6) Performance Assessment and Recognition (WM : 2.9) |
| Serious Concern Area | < 2.0 | | |

(Group Score: For Staff & workmen)

| Group | Score | Development & Learning | Individual Growth | Relationship with Supervisor | Performance assessment & recognition | Communication & Participation | Belongingness & Pride |
|----------------|------------|------------------------|-------------------|------------------------------|--------------------------------------|-------------------------------|-----------------------|
| Workmen | 3.1 | 3.2 | 3.1 | 3.3 | 2.9 | 2.6 | 3.4 |
| Staff | 3.1 | 3.2 | 3.1 | 3.1 | 3.1 | 2.8 | 3.4 |

What is Ailing?

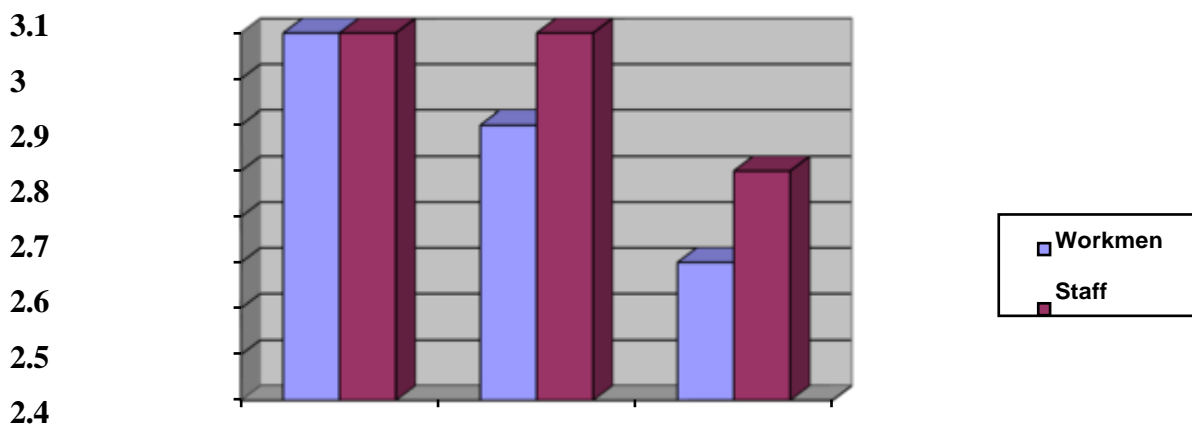
| Group | Score | Performance assessment & recognition | Communication & Participation |
|----------------|------------|--------------------------------------|-------------------------------|
| Workmen | 3.1 | 2 . 9 | 2 . 6 |
| Staff | 3.1 | 3 . 1 | 2 . 8 |

ELEMENT WISE EMPLOYEE ENGAGEMENT SCORE

Communication & Participation & Performance Assessment & recognition

| | | |
|--|--------------------------|-----------------|
| | Performance Assessment & | Communication & |
|--|--------------------------|-----------------|

| | recognition | | | | | | | Participation | | | | |
|----------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------|---------------------------------------|------------------------------------|------------------------------------|------------------------------------|--------------------------------------------------|-------------------------|-------------------------------------------------------|----------------------------------|--|
| | Clarity about importance of work & awareness about targets and concerned for contribution for the dept. | Awareness about targets and concerned for contribution for the dept. | Contribution for the dept. | Work performance recognition given by | Value and recognition given by the | Fairness in Rewards and Increments | Parity of salary and benefits with | Org. and departal Goal clarity and communication | Corporate communication | Information about Role and performance responsibility | Participation in decision-making | |
| Workmen | 3.5 | 3.6 | 3.6 | 3.2 | 2.5 | 1.9 | 1.9 | 2.4 | 2.4 | 2.8 | 2.6 | |
| | 2.9 | | | | | | | 2.6 | | | | |
| Staff | 3.6 | 3.7 | 3.6 | 3.0 | 2.9 | 2.7 | 2.6 | 3.2 | 2.9 | 2.2 | 2.9 | |
| | 3.1 | | | | | | | 2.8 | | | | |



2.3

index Communication &Participation

FINDING

Communication & Participation & Performance Assessment & recognition have been identified as Areas of Concern to work. Communication & Participation (Workmen Score: 2.6 and Staff Score:2.8).It has shown strong relationship score on four points scale (0-4) obtained (Score :1.8) at OCTAPACE and Work areas elements communication and participation practices.(Staff 2.6 & Wm2.8)

Whereas with respect to the both elements, Fairness in Rewards and Increments based on merits and parity of salary and benefits with comparable Organization (Element Score: 1.9

each) in the areas of performance assessment and recognition amongst workmen is considerably low (Group Score: 2.9). It has emerged as Areas of Concern. This has been observed despite of fairly good Score as emerging strength areas on Relationship with Supervisor (Score: 3.3) & Belongingness & Pride (Score: 3.4). The detailed analysis concludes that There is good scope for improvements by taking remedial actions such as e.g. Organizational re structuring, Developing two way communication channels Defining Role and job description, Instil effective Performance Management System, potential development ,Mentoring and coaching , Succession planning, empowerment , employee training and development, introducing Quality Management System, Quality circles ,Kaizen for continual improvements etc. which enhances the flow of communication group morale and problem solving capabilities.

| OCTAPACE ANALYSES | | | | | | | | |
|--------------------------|----------|----------|----------|----------|----------|----------|----------|-------------------|
| O | C | T | A | P | A | C | E | |
| 1.5 | 1.5 | 1.5 | 1.6 | 1.7 | 1.7 | 1.3 | 1.6 | Staff |
| 2.2 | 2.1 | 2.3 | 2.1 | 2.3 | 2.3 | 1.8 | 2.0 | Workman |
| 1.9 | 1.8 | 1.9 | 1.8 | 2.0 | 2.0 | 1.5 | 1.8 | Total |
| 1.8 | | | | | | | | GT. /Score |

| Openness | Confrontation | Trust | Authenticity | Pro-Action | Autonomy | Collaboration | Experimentation | Group Index/Score |
|-----------------|----------------------|--------------|---------------------|-------------------|-----------------|----------------------|------------------------|--------------------------|
| 1.9 | 1.8 | 1.9 | 1.8 | 2.0 | 2.0 | 1.5 | 1.8 | 1.8 |

Findings

With respect to characteristics of good work culture, the Major key character Collaboration have been identified as Areas Of Serious Concerned group Score :1.5 (Workmen Score: 1.8and Staff Score:1.3) . The same is very Low, followed by Confrontation (Workmen Score: 2.1and Staff Score: 1.5), Authenticity (Workmen Score: 2.1and Staff Score: 1.6),Experimentation (Workmen Score: 2.0and Staff Score: 1.6)

As one of the characteristics of good work culture is “Collaboration” (as Areas Of Serious Concern) it is evident and shows strong relationship with the Employee engagement score especially for the dimension (1) Communication & Participation (2) Performance

Assessment & recognition which have been identified as “Areas of Concern”. The Collaboration process

involves activities such as giving help, to ask for help from others, working together, improved communication and resource sharing which results into optimized resources utilization, Joint decision making, involvement and engagement of people, quality reports and meetings.

It is pertinent to observe that amongst the staff category the area of serious concern is more critically low compare to workmen. Confrontation & Authenticity has established relationship with Employee engagement dimension “Communication & Participation” The same is very Low for staff (Score: 1.5 & 1.6respectively).

Further exploration on Motivational patterns & Perception of leadership styles reveals as under: Primary needs or Motives (they were also analyzed in terms of Leadership dimension, positive approach or negative e.g. avoidance reflected by hope or fear respectively

| Needs / Motives | Characteristics/ Concerned for | Observation | | |
|--------------------|----------------------------------------------------------------------------------|-------------|----------------------|----------------------|
| | | Leadership | Approach (Hope of) | Avoidance (Fear of) |
| Achievement | Excellence, Competition, Challenging Goals | Not evident | Success | Failure* |
| Affiliation | Establishing, Maintaining personal relationship expression of emotions | Not evident | Inclusion | Exclusion* |
| Influence | Impact on others, urge to change the matter and people | Evident | Impact | Impotence* |
| Control | Orderliness, desire to remain informed, urge to monitor | Evident | Order | Chaos* |
| Extension | Interest in super ordinate goals. Urge to be relevant and useful to larger group | Not evident | Relevance | Irrelevance* |
| Dependence | Desire for help from others | Not evident | Growth | Loneliness* |

Profile of Organization culture & Leadership

| Leadership Culture | Focus | Climate | *Ethos |
|--------------------|----------------------------|-------------------------------|---------------------------------------------------|
| Autocratic, Feudal | Proper control & influence | Deaf (dependency affiliation) | forced to accept (an opposite values of OCTAPACE) |

This indicates that avoidance, blaming others, concealing, pushing the problem in others arena, procrastination, postponement shying away from responsibility, Communications, to top level authorities out of fear psychosis for being reprimanded in presence of others

(especially for the supervisors and managers) instead of exploration or facing it, putting oneself up a front for a cause etc. is prevailing over the situation for a considerable time. The remedial action could be to give due consideration for the motivational elements of self esteem , identification, recognition by taking care of and holding separate independent Individual /group interaction at the top level. It also reveals that the underlying human behavioural dimensions of the organization which comprise of its various groups & individuals with - Group dynamics, Causes-Content- Effect and processes needs more attention with strategy, action plan for Human process development (Over all Group Score:1.8) the remedial action plan would be to educate and impart training in the areas of Sensitivity training (Self & Others, interpersonal relationship) , Managerial effectiveness (empowerment & beliefs, Achievement Orientation, Team building, synergy & Communication (skill and Competence building) for the top senior teammembers.

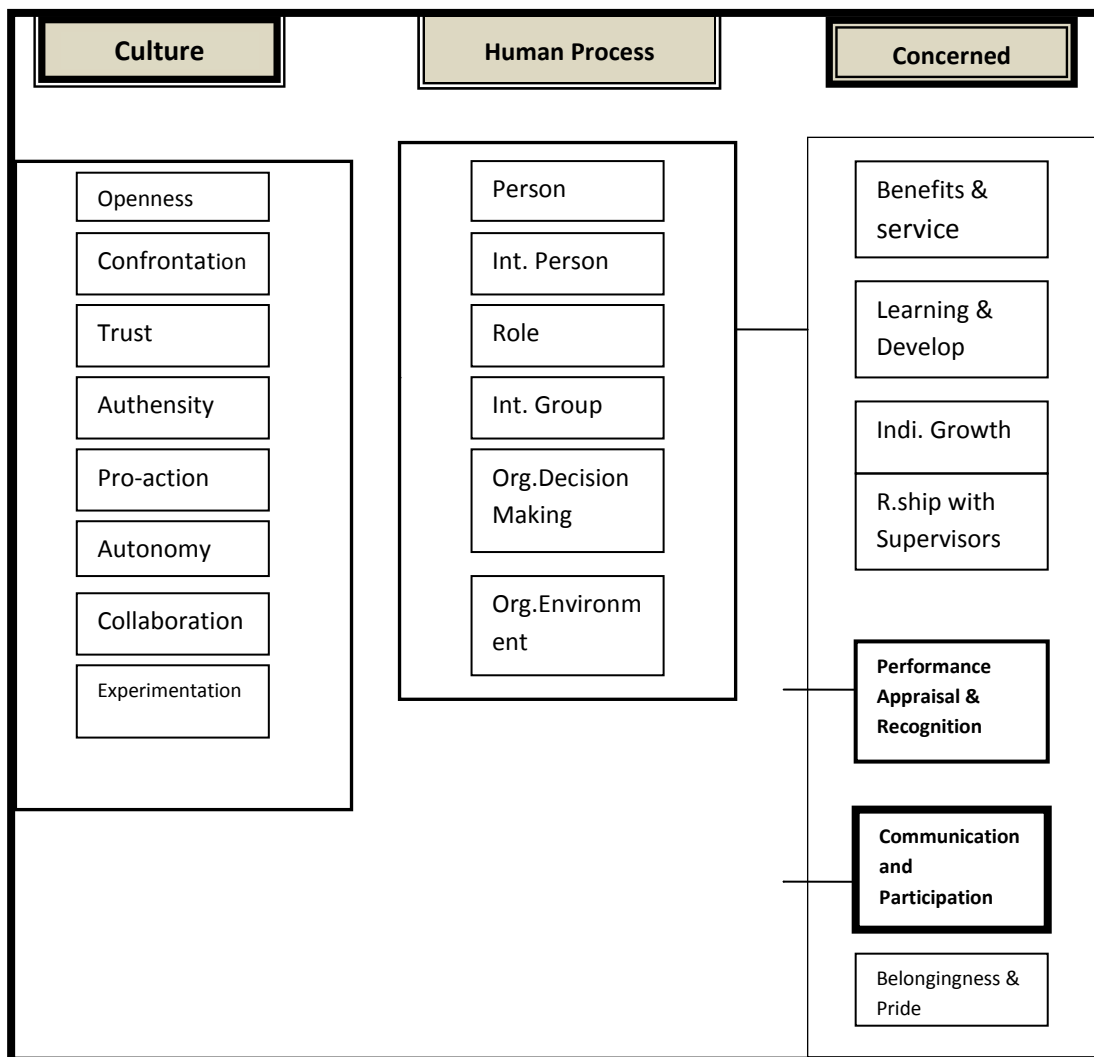
EXECUTIVE SUMMARY & RECOMMENDATION

Overall objective was to find out

- ❖ Clear and compelling cases of human capital practices that jeopardize the integrity, quality, and team work.
- ❖ Ways to improve ownership, sense of belonging and oneness in the employees to result in sustainable productivity improvement culture

The evaluation on some of the key areas and Interventions sought were as under:

- **Improper Communication & Control-Skill** **Bridging communication gap- and training needs,**



Affinity Diagram

Communication is key element in people management. Communication channels and empowerment of employees to take initiatives in offering opinions and suggestions to improve participation & organizational commitment improves the quality of decision making at senior level in support of strategic initiatives.

Two ways communication practice goes beyond merely information sharing & passing directions based on premature problem perception. Present method and manner of directive and protected communication to selected audience should be done away with. Appointment of professional CEO reporting to MD can work wonders with the organization.

The company can involve their employees through Team building sessions.

Work place committees

1. Problem solving groups

2. Regular Structured meetings with seniors
3. Suggestion with rewards
4. Kaizens
5. 5S Implementation

- **Understanding about company's objective, appreciation about co. policies and program, Indifference towards seniors**

Valid purpose of business is to create loyal customers by clear understanding of their wants, needs, satisfaction level & expectation of value addition. The basic definitions of the business and of its purpose and mission have to be translated into definite objectives failing which they only remain insights, good intentions and brilliant ideas that never see the light of the day.

Objectives “What our business is”, “What it will be” & “What it should be” are not selective abstractions. They are the action commitments through which mission of a business is to be carried out, and the standards against which performance is to be measured. Objectives in other words, represent the fundamental strategy of a business.

Objectives must be operational ... capable of being converted into specific targets, specific assignments in Key Task Areas, becoming the basis as well as the motivation for work and achievements. Therefore, objectives must be possible “Concentration of resources and efforts – they must window out the fundamentals among the goals of a business so that the key resources of man, money and physical facilities can be optimally utilized.

The specific targets, the goals in any area of objectives will depend on the strategy of the business. There should be a continuous system to percolate these business objective & the respective strategies to achieve the same to the respective levels of the employees. The intervention can be sought through specific training programs on Vision to Execution and Performance Management system.

Decision making – Delays, may require proper delegation of authority and Empowered Group of Managers.

A. Goal setting and strategy formulations

- To Put strong emphasis on communication, teamwork and cooperation
Collaboration work methods & operative practices at all levels
- To keep in mind the interest of the employees, their concern & involvement in decision making process especially to deal with Quality, Productivity, Cost, Raw material consumption norms, reworking issues.

- To make a point to share information about the challenges before the company and company's goals, plan at especially Middle level and shop floor concerned employees. To share information pertaining to company's performance indicators and enhance achievement orientation with appropriate motivational mechanism

B. Coordination & interdependent activities

1. Careful orchestration by forming committee & task force Team.
2. Creating importance of Team work between HOD's
3. To emphasise that operational conflicts are generally resolved as far down the hierarchy and preferably by the concerned people sitting down talking over their problems fact to face.
4. To set up inter functional task force

C. Control of Operations

- To disseminate operating information, sharing operating problems and constraints to task force & teams
- Fairly comprehensive operational Management MIS sharing
- To seek control and accountability through responsibility centres (instead of calling for Cost or profit centres) for efficiency, profitability, Quality and Motivational Parameters
- Registration of suppliers and vendors on proper setting of norms. Conduct of all old suppliers to be investigated and alternative new suppliers to be immediately identified. Only quality benchmarked raw material to be purchased after proper input quality control measure and institution of suitable reward-punishment clause on contracted performance
- Role & conduct of all Contractors to be investigated immediately whether they are taking company for a ride. It will be wise to immediately find out new substitutes so as to compare the performance.

D. Human Resource Management

- a. Strong emphasis on building up expertise at all levels to absorb new technology, Methods of Operation, Mind set for change Management.
- b. To institutionalized new schemes/ projects to enhance Human relationship base Care and competence building, infuse fresh blood,

Float VRS for removing deadpans, Compulsory job rotation for all, Job enrichment, induction & refresher training, mentoring, coaching, counselling, career planning and stress management.

E. Culture Building

1. Optimism and positive attitude for change Management.
2. Display of Factual Business data Production Capacity, Productivity, Targets to achieve, Time Cost, Quality Rejections, Reworking Pending orders and delivery Schedules.
3. Emotional belongingness with Shop floor leaders Opinion makers (Trade unions) Ownership to “Make the things happen”
4. Faith in participative Management V/s Accustomed to Command and control Attitudinal approach in Work process -Joint Consultation, involvement & usher change
5. Social Gathering and interaction events for corporate communication

Pre-conditions

Commitment from the Top Sharing optimism from the top team

1. Creating strong linkpins
2. Commitment and adaptability for change
3. Internal resource availability for self-renewal process to support external Experts

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Conflict of Interests

The author declared no conflict of interests

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