

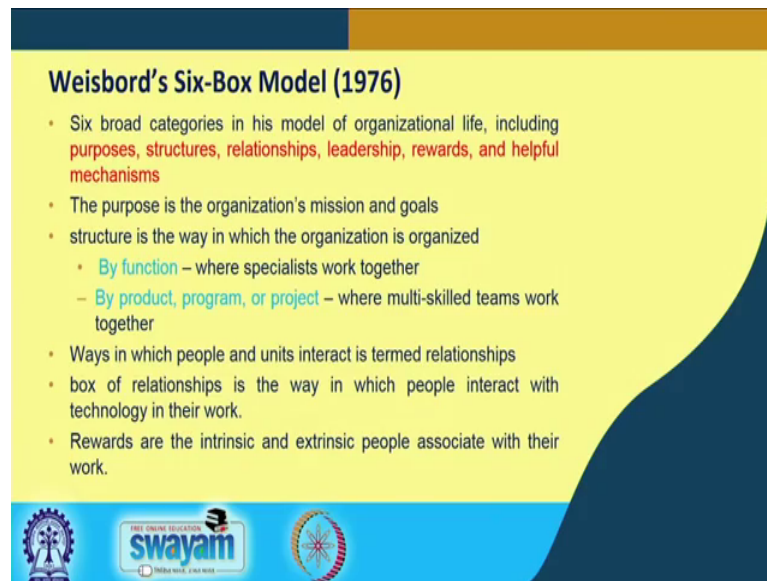
Managing Change in Organizations
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Lecture – 12
Diagnosing Organisational Change (Contd.)

Welcome back to the next session, and remember in the last session we talked about how to use diagnostic tools, what are the different kind of diagnostic tools that are available and how do we go about selecting a particular diagnostic tools right. And, how do I go about aligning internal and external environment with using those diagnostic tools.

Now, in this session we will do talking about the different kind of tools and frameworks which are available right. So, we will discuss each of these diagnostic tools the models and frameworks for diagnosing the change.

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Weisbord's Six-Box Model (1976)

- Six broad categories in his model of organizational life, including purposes, structures, relationships, leadership, rewards, and helpful mechanisms
- The purpose is the organization's mission and goals
- structure is the way in which the organization is organized
 - By function – where specialists work together
 - By product, program, or project – where multi-skilled teams work together
- Ways in which people and units interact is termed relationships
- box of relationships is the way in which people interact with technology in their work.
- Rewards are the intrinsic and extrinsic people associate with their work.

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So, we proceed with first model is known as Six-Box Model and this model was proposed to long back by Weisbord in 1976. Now, if you look at the six-box model, what does it mean? It means he talks about six different components of the model right. So, these six categories in the model include in the purpose of an organization, purposes why in the organization exists, what for it is there right. What it is supposed to do, then the structure of the organization, what kind of structure it has to facilitate effective performance.

Then what kind of relationship exists right, the relationship between the people and also between the various departments and units right. Then it talks about leadership, what kind of leadership style is there then talks about the reward system. What kind of reward system it fall follows and finally, helpful mechanism what the systems in process it has which helps in to achieve the goals and objectives right. So, if you look at some of these components that he talked about has been explained further like purpose. Purpose is related to the mission, vision and goals of the organization for which in organization exist right.

So for example, hospital the purpose would be to provide the best quality care to the patients right, for in academic institutions to provide produce the best quality students right. So, the purpose of the organization mission and goal is identified and that is very very important and then you need to ensure whether this part is correct or not. Then moving to the structure part right, structure basically relates to the design, how the structure organization has been designed. In terms of reporting relationship, in terms of the number of levels, in the hierarchy right, how many people work under, who what is the reporting relationship right.

So, all such a structural aspects or dimensions of the structure is taken care here right and then basically the idea of a structure here is to ensure, that there is a better coordination and integration of activities both vertically across hierarchy and horizontally across departments. Because, that is something that is help helps organization to achieve its goals and objectives. Now so, when we are talking about the six-box model the structure is another component which is very very important right. A structure could be based on function and it could be based on project, programs, products anything.

So, you want to see that what kind of structure is going to be appropriate in your case and if you find that your structure is not good then you go for some kind of adjustments in the structure. So, you move from a function basis structure right where people do only specialized jobs to a team base structure or you can move to a horizontal base structure where you can reduce the number of levels in the hierarchy.

So, the there are various option which are available and you can bring about a change in your structure of the organization right. Then you look at your relationship part and see that how these boxes are interacting on relating with each other ok. Then technology,

another important component because technology helps you to better reluctant intra connect and that comes into the picture. And, then reward both internal and external reward and how performance is linked with the reward in the organization.

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Weisbord's Six-Box Model (1976)

leadership box refers to typical leadership tasks, including the balance between the other boxes.

Finally, the **helping mechanisms** are the planning, controlling, budgeting, and information systems that serve to meet organizational goals.

The **external environment** is also depicted in Weisbord's model, although it is not represented as a "box"

Weisbord identifies as inputs the money, people, ideas, and machinery which are used to fulfill the organization's mission. The outputs are products and services.

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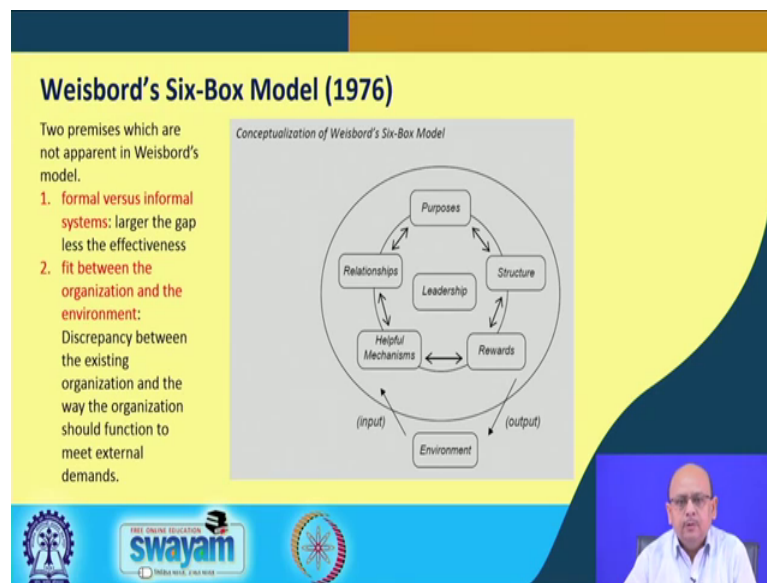
And finally, you have helpful mechanism; helpful mechanism an important because when you are talking about these helping mechanism, this is related to what you call the management part. So, when I am talking about the management part that is related to planning controlling organizing ok, what kind of information system you have. So, these helps through mechanism basically helps you to achieve the goals and objectives of the organization. How you plan your activity, what are the control mechanism you have right, how a lot budgets.

Right what kind of it systems you use. So, all this is a part of what you call helping mechanism and then you have leadership. The box of leadership basically the kind of leadership style that is used right and finally, you have the external environment. So now, you see in the previous lecture we talked about external environment being a part or component of the model. Here external environment is a part of the model right though it is not represented as a box, but it starts with the analysis of the external environment right.

Now, it is not only represented as a box but, he also identified certain other things like he identify what could be the input, what could be the process, and finally what could be the

output right. So, he says that they could be lot of inputs that could be used like money, machine, material all kind of things which are used to utilize you can say a process to achieve the goals and objectives of the organization. And, the output could be in terms of products and services which is required by the external stakeholders in the market. Now, if you look at this Weisbord's six-box model you can see that how they have been arranged look at this.

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So, if you look at this six-box model it talks about; so, purpose of the organization how purpose is related with the structure and also the relationship. So, purpose include three variables that is vision, mission and goals of the organization right. Then accordingly organization developer structure; structure is related with the reward system of the organization, then you look into the management part. However, in to manage the affairs, planning, organizing, controlling this kind of things and then what kind of interactions and relationship have been established in the organization right.

So, if you look at this model it talks about these five variables at the help of it at the centre you will find leadership because, leadership is critical to all these things. And, that is why it is being put in to the centre. Now, here you have created a boundary from the organization and here though it is not a part of the model you have depict it or the visible by depicted this is what you call the external environment.

Now, this external environment is very important because all this what you are doing is being to be dependent on the requirement of the organization. Because, you are receiving your input from the environment external environment and you are also sending your output to the external environment right. Now, if you look at this model they are certain drawback some problems with this model ok.

For example, here it has been identified whenever we talking about systems they do not differentiate between formal versus informal systems ok. They only talk about helpful mechanism or the systems, and process that is used to produce certain goods and outcomes right. Because, what is important is that the extent of you have formal or informal systems. If you are very formal systems does not help right and if you are only informal system that also does not help, right.

So, part of the system could be formal part could be informal right. So, both the formal and informal systems, if they are not close to each other then it effectiveness of the organization. And, that is why it is said that if there is a larger gap between the formal system and the informal system then effectiveness would be less. What I mean to say by formal system means that following a proper formal process to do any task or activity by passing the chain of command of the hierarchy right.

Then it becomes more in informal right for example, if you want to get a job done you can go through the informal processes informal systems. You can directly ask the concern person to the job or if you are going to follow a formal process then what actually happens, then you need to follow the proper structural system to send the information to get the things done right. So, both are followed if there is a big gap then it brings less effectiveness, if there is less gap that is always (Refer Time: 09:47).

Then what need to see whether whatever systems you follow you are able to do the job that is more important. Now, both should be allowed at equal pays whether you are going to follow a formal system or an informal system; another important thing that the extent to which there is a fit between the environment and the organization. Now, what I am talking about it that this is the organization part and this is the environment part. What is more important is that whether you have been able to identify and this kind of external environment, intention of identifying strength, weaknesses, opportunities.

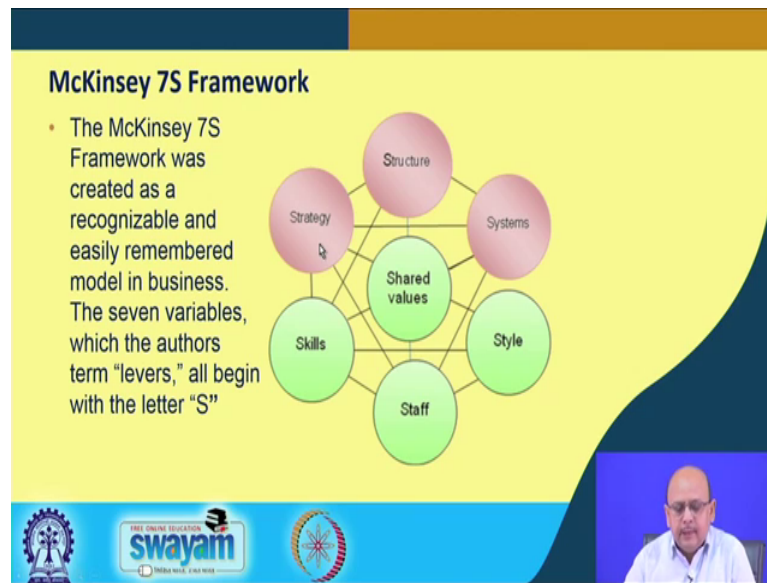
And, accordingly you have identified what is your goal and objective, what kind of structure would be required for that, what kind of would be the role of leadership, what kind of interaction system, what kind of management processes you have. So, all this is based upon the analysis of the environment only right. Yes, another fact is that yes your input is also coming from the environment and output was also going to back to the environment right. So, if there is a discrepancy between the way the organization functioning and the way it should function. They actually organization should function depending upon the requirement of the organization environment, because it has to meet the requirements of the external environment.

So, if it is meeting the requirement of the external environment it means this less discrepancy. If it is not able to meet the requirement of the organization there is a more discrepancy. Say for in a academic institution I am taking of this example. Suppose I want to explain that the kind of students we are producing right. We are getting all everything from students are coming from outside. We process them right and output is a pass out student. Now, this pass passed out student whether is able to work effectively in the organization or not that is very very important.

So, whether we are creating students or we are developing the capability of the students as per the requirement of the external environment say industry which is the part of the external environment. If there is a greater discrepancy, it means we are not ready to serve the environment better and that is why it is said that you need to create a better fit between the organization and the environment. So, any academic institution for that matter must produce students who will fit into the external environment.

Who are going to work for the organization and, who find themselves capable enough to be considered to work in any kind of industry? Right if it is not the case then, what happens? There is a lot of discrepancy between the existing organization and the way it should function. Because, you have not been able to function properly to ensure that you are meeting the requirement of the external environment right. So, this is one bottle that has been used extensively by the practitioners.

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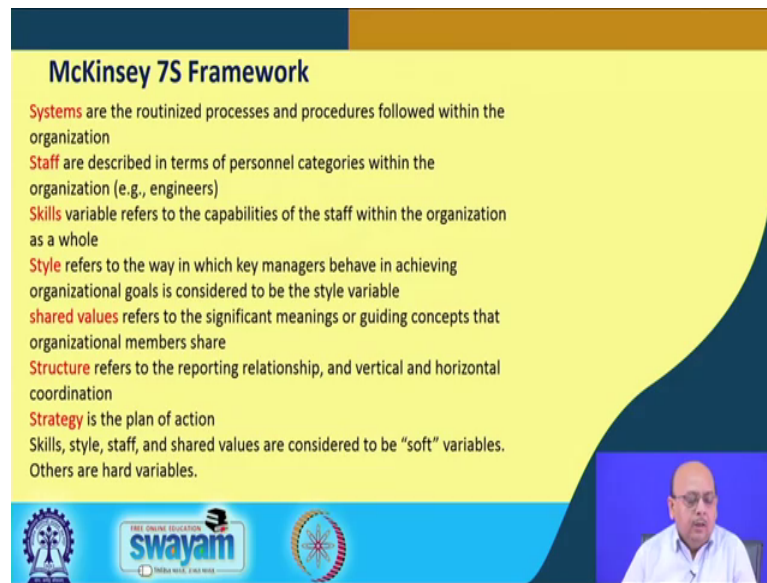


Now, we move to another important modeling. So, this is well known model in the literature which is known as McKinsey 7S framework. It has been developed by McKinsey and associates. Now, if you look at this McKinsey model what is the basic objective or basic component of this model. Now, if you look at this it talks about 7 components which is starts strategy, structure system which is depicted in violate colour.

And, then this is the light green colour like scale shared values style and stuff right. And, now why we call it 7S framework because, each of them starts with letter S right. So, these there are 7 variables which need to be taken care in this framework. And, this is a very useful framework that has been used by the industry to analyze where they need to go for a change, whether is the need to go for a change the strategies structure system, leadership style. This is the side value that is basically representing the culture part and whether the people are the capabilities part right.

Now, you see that all of them are interconnected or inter related. What does it shows that it shows that you need to not only just look at a particular component, but also look at the entire or all the variables of the system. Because, see how the strategy is going to affect. A strategy is related to this one strategy is related to this one, strategy is related to this one, this one, this one and this one. So, each component is connected with all other components in this framework right. This is a very important framework and if you look at some of the components of this framework this includes systems.

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McKinsey 7S Framework

- Systems** are the routinized processes and procedures followed within the organization
- Staff** are described in terms of personnel categories within the organization (e.g., engineers)
- Skills** variable refers to the capabilities of the staff within the organization as a whole
- Style** refers to the way in which key managers behave in achieving organizational goals is considered to be the style variable
- shared values** refers to the significant meanings or guiding concepts that organizational members share
- Structure** refers to the reporting relationship, and vertical and horizontal coordination
- Strategy** is the plan of action

Skills, style, staff, and shared values are considered to be "soft" variables. Others are hard variables.

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That talks about the processes and procedures which is followed within the organization to perform their job, then staff what kind of people you have right. The engineers, managers, workers all kind of categories then skills; a skills basically talk about the capabilities of that people the knowledge. And, skill base the what kind of competency is people have in the organization and then style it talks about the leadership style. What kind of leadership style is being used by the management to achieve the goals and objectives; for example whether they follow democratic style, a participative style, a charismatic style, right.

So, there could there are different kind of leadership style which has been discussed in the literatures right. So, the managers how they behave it means, how they influence people to get the job done because, the basic objective is to achieve the goals and objectives of the organization right. So, style is very very important. Then the shared values this refers to the cultured part right that whether people share common values and the intensity of these values. And, that makes the culture of an organization very very strong right. So, whether you are able to derive meaning out of it or not right and whether organization members share the similar values or norms.

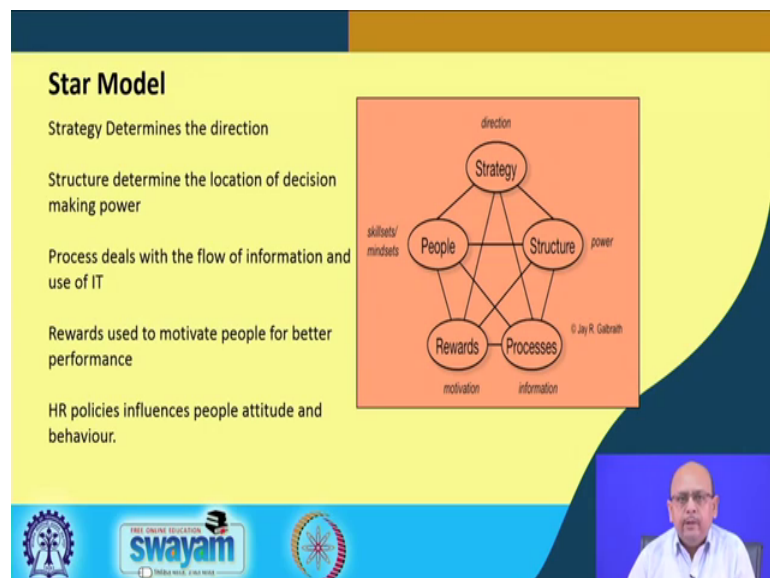
If that is so it means the culture is strong than the structure part, I have already talked about it. It talks about the reporting relationship, vertical and horizontal coordination within the organization. And, then strategy which basically provides a plan of action and

it also determines what the direction of the company, where the company you need to go right. Now, if you look at this model you will find that the four variables that is skill, style, staff and shared values are considered as soft variable while, others are considered as sorry hard variable.

Now, if you look at this that is why if you look at this part strategy structure and system right. This is considered as hard variables while, this hard considered with hard soft variable. Why this is considered soft? Because it is related to people aspect and this is related to structure aspects or system aspect right. And, that is why this is considered as hard aspect while, this is all these four variables are consider as soft aspects and that is what I have been talking about here when I am trying to define the 7 variables and the interconnectedness right.

So, here what I mean to say is that when we are going to follow this McKinsey 7S framework, we need to identify and explore each and every variable and see how there connected. So, if you are able to identify that ok, the problem is these style are the shared values. Then how it is interacting with other variables and what needs to be done, what kind of action need to be taken in order to ensure that changes successfully implemented.

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Now, moving from McKinsey frame 7 framework; the next that we are going to discuss is the star model. So, if you look at this it talks it looks like a star with it has five components right. Strategy, structure, process, people and reward, now you see that

invisible six-box model we were he was able to identify how many variables six variables, six components. In McKinsey 7S framework he was able to identify seven variables, but in this model they have been able to identify only five variables strategy, structure, people, reward and process right.

So, you also see that how these variables are related with each other so, all of them are interconnected. So, a strategy variable there is a first component yes, as I have already talked about. A strategy is related to what? The direction in which direction in which way the organization is about to proceed or should move to maintain its competitiveness, then the structure; A structure basically reporting relationship in the organization right.

So, whether the power is centralized or decentralized it depends upon the number of levels in the hierarchy right. Then moving to the people part right, people basically how the information sorry the people part basically is related to; however, looking at the HR policies you also look at the knowledge and skill set, the mindset of the people right. Then the reward part which is basically used to it is linked with the performance and reward is basically used for what, to motivate people to perform better and the processes the systems and other things right.

How the information close, what are the various kind of managing processes like planning, organizing, coordinating, budgeting these kind of things; the various processes which are adopted. Now you see that all these parts are interconnected with each other right. So, if you look at this model this framework is more or less similar to other frameworks. The only thing is here that some of the components are not here like culture is missing from this component right which is very very important.

Because, if you want to bring about a change you know people related aspects you also need to bring about a change in the culture, but that is missing. But, this is with all the models, all these models you can say are not fully perfect they are certain drawbacks of each of these models. Like which is from model we have seen in McKinsey 7 frameworks also we have seen their certain drawbacks and similarly this model also have certain drawbacks.

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The Congruence Model

Developed by [David A Nadler](#) and [M L Tushman](#).

Useful tool to identify what's going wrong within an organisation and to identify how to fix it.

Based on the principle that performance stems from the following four elements: **Tasks, People, Structure, and Culture**.

Higher the compatibility (congruence) amongst these elements, the higher the organisational performance

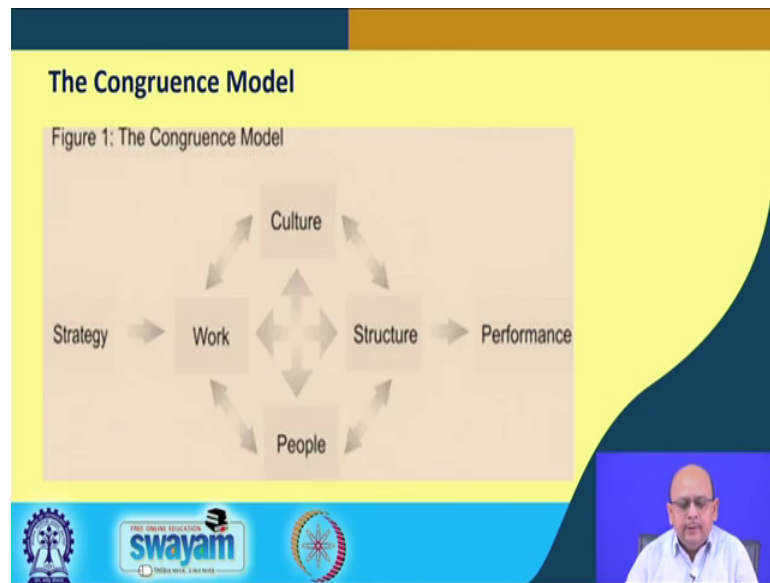
In case of incongruence, organizational design will need to be amended

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Now, moving further if you look at the other models which are more comprehensive are known as congruence model. It was developed by Nadler and Tushman ok. So, this model is different compared to what you call the other component models that, we have just discussed like which box six-box model or McKinsey 7S framework. Now if you look at this model, this is a different model compare to other models. The idea here is to identify what is going wrong within the organization and how to fix it right; though it could be objective of any of these models and frameworks that we have talked about right.

And he identified four elements or four components which could be related with the performance because. So, the performance is the ultimate objective of this particular model. Now, if you look at performance he talks about four elements that is tasks, people, structure and culture. And, he says that if there is a better congruence more compatibility among these four components there would be higher performance of the organization. So, what exactly he did? He tried to relate these four variables with each other to ensure better organizational performance. If there is less compatibility or there is a incongruence then you need to go about changing the design and if you go for changing the design it means all these factors would be modified right.

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Now, let us look at this model this is that how it looks like, this is the congruence model. So, it starts with the strategy he does not consider the external environment, is only considered about the internal alignment right. So, he wants to see that there is a better congruence among these factors. I am not going to describe it further because, of already explain what these components are like what is structure, what is culture, what is work processes, what is people related aspects. So, you can see that all this is derived from the strategy of the organization.

So, once you are able to identify your strategy right which could be in terms of competitiveness, through pricing, differentiation or anything else then you move further. And, then accordingly you identify what kind of culture would be appropriate based on this (Refer Time: 22:52) strategy. What work processes you are going to identify, what kind of knowledge and skill that you require among the people and what kind of structure is required. So, you need to go for a better alignment between these factors based on the strategy of the organization and this would help you to see that your performance is good. So, more compatibility, greater performance, less compatibility among these factors bad performance right.

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The Congruence Model

The model is based on following assumptions

1. Organizations are open social systems within a larger environment.
2. Organizations are dynamic entities (i.e., change is possible and occurs).
3. Organizational behavior occurs at the individual, the group, and the systems level.
4. Interactions occur between the individual, group, and systems levels of organizational behavior.

The inputs include environment, resources, history (i.e., patterns of past behavior), and organizational strategies

The system components are informal organizational arrangements, task, formal organizational arrangements, and individual components .

Outputs include individual, group, and system outputs: products and services, performance, and effectiveness.

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Now, if you look at this congruence model we talks about performance based on these elements right. So, he made certain assumptions about it, what are these assumptions? He consider organization is a open social systems, you know what kind open system social system is. It means receiving or input from the external environment you process it and then you have an output. So, you have input system and output right. So, system is more important for him and he considers that you are a part of the larger environment you are there to serve the external environment.

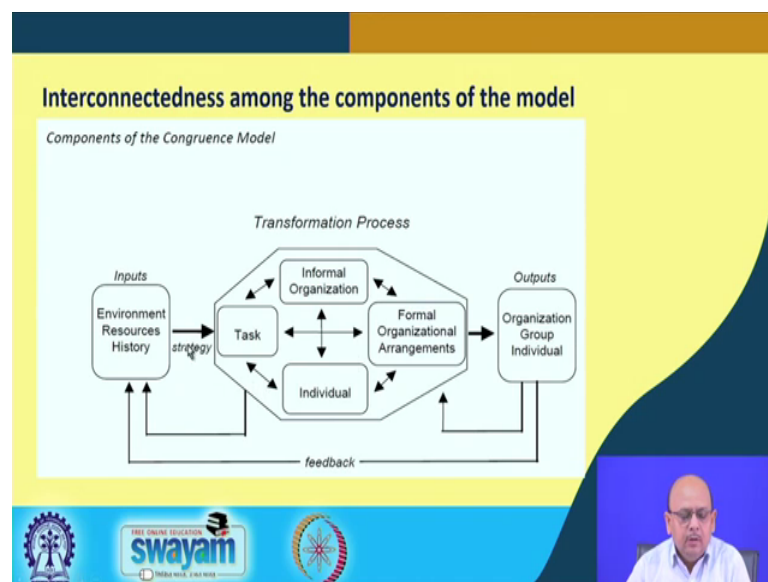
So, you need to ensure that you are meeting the requirement of the organization in order to perform well. He also says that organizations are dynamic entities, dynamic entities means that there is a need to bring about continues change in the organization based upon the requirement of the organization. Because since, organization is changing and you become a part of the organizations you also need to change accordingly right. Then he says that behavior occurs at the individual level group and the system level right. There is no deriving the fact that yes, in an organization we have behaviors at the three level that the individual level we talk about people aspects like their perception, their personality, their attitude, their motivation.

Then group behavior how the group is behaving right so, there we here we talk about say how the group functions right, how they take decision or how the manage the conflict right. So, these kinds of things are related to what you called the group behavior. Then

coming to the organizational behavior, this deals with what the structure part, what kind of structure it has, what kind of culture it has, what kind of technology it has. So, it is related the structural aspects right. Then since he is talking about an open social system he also considers input system and the output part right.

So, input you are receiving input from the environment, your system which basically processes that input. And finally, you have output right in terms of production services, effectiveness of the organization right, performance of the organization. Or, individual level also you can have certain inputs whether people happier satisfy it while working in the organization or not right. So, this input model basically considers all these activity.

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Now, you see that how these components are related in this model. So, these are the four major variables element of this model. Here it is strategy and here it is output at different level of the individual level group level and individual level right. So, the output also where is at the organization level it could be performance of the organization, productivity, market share. Group level better teams, individual level people are happy motivated satisfy. So, that could be the outcomes.

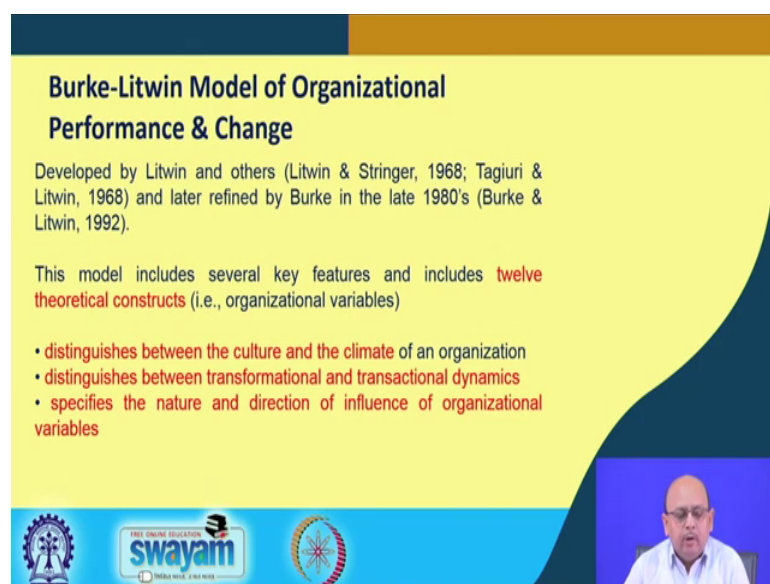
Now, in order to achieve this outcomes you need to start from here right. Since, you are receiving a input from the environment right and your strategy is dependent upon the kind of environment that you are operating in right. Like you need to identify your external environmental factors those in factors of the environment which are going to

influence and then accordingly you are going to develop your strategy. And, here this is the system part where the transformation is happening right.

And these transformation part where, talk about the individual task, organizational arrangements, the process and systems and both the formal and informal right. So, how they interact and relate with each other. The idea is to transform that input into an output right. So, if your transformation process is not compatible and aligned with each other then you will not be able to expect to the outcome which you desire. So, it is very very important to ensure that based on your strategy you are going to identify the process through which you are going to transform the input into and output. And, then you can also see that there is a feedback loop here.

The idea of this feedback loop is that based upon your output, if you want to modify your resources, your strategy; you can bring about a change. Based on this you can also bring about a change in the arrangements, formal and informal organization that is why you will find the input is coming from here. The input is coming from here, the input is and also the process providing the input the resources right. So, that you get input at every stage to correct and modify your behavior in order to produce well right. And, basically if you look at this shows how the various components of this model are interconnected right.

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Burke-Litwin Model of Organizational Performance & Change

Developed by Litwin and others (Litwin & Stringer, 1968; Tagiuri & Litwin, 1968) and later refined by Burke in the late 1980's (Burke & Litwin, 1992).

This model includes several key features and includes **twelve theoretical constructs** (i.e., organizational variables)

- distinguishes between the **culture and the climate** of an organization
- distinguishes between **transformational and transactional dynamics**
- specifies the **nature and direction of influence of organizational variables**

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Now, apart from this model we are going to discuss next important model that is much basically performance and change model which is known as Burke-Litwin model of organizational performance and change. Now, whenever discussing these models one thing that you need to keep in mind that most of these models are basically talking about different components and variables and the interconnectedness relationship among this variables.

So, it was (Refer Time: 28:49) proposed by Litwin and others and then it was identify refined by Burke and that is why it is known as Burke and Litwin model. And, it identifies several key features and include twelve theoretical constructs or variables right. Some of the major distinguishing features include the he differentiate between culture and climate. He also distinguishes between transformational and transactional dynamics, we will talk about it. And, also specify the nature and direction of influence of these variables unlike other models where it is very very clear in this model you will find the difference.

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Burke-Litwin Model of Organizational Performance & Change

- The twelve organizational variables in the B-L Model are
 - external environment, mission and strategy, leadership, organizational culture, structure, management practices, systems, work unit climate, task requirements and individual skills, motivation, individual needs and values, and individual and organizational performance
 - external environment variable is considered to be the input to the system with the individual and organizational performance variable representing the output

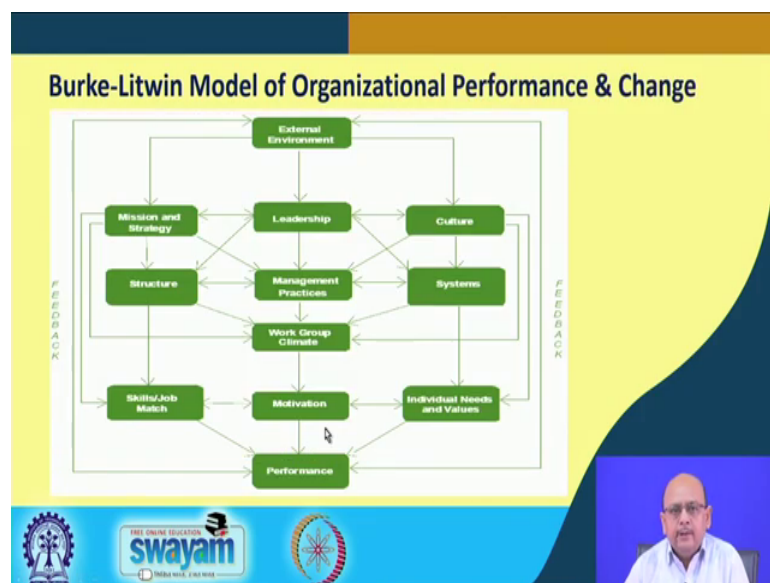
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Now, you look at this how does it happen, what are the twelve organizational variables in this model. This includes first external environment, second mission and strategy third leadership, fourth culture, fifth structure, sixth is the management practices or systems. Then systems is another variable, then work unit climate, because that is where you differentiate between the culture. He say the organizational culture is something else and

there could be subculture which he calls work unit climate. The kind of culture that exists within the unit or the organization for example, in IIT we have a culture in organization at the micro level.

But the macro level different departments might be having their own climate right a culture. Then the task requirements, the individual skills, the motivation part, the individual needs and values, how it is going to be met and, then the performance they both individual and organizational performance. Now, external environment is considered a input to the system and individual and organizational performance is considered as the output right. Now, if you look at this, this model includes both external environment as a part of the model right. And, also the individual and organizational performance considered as a output and also considered as a part of the model.

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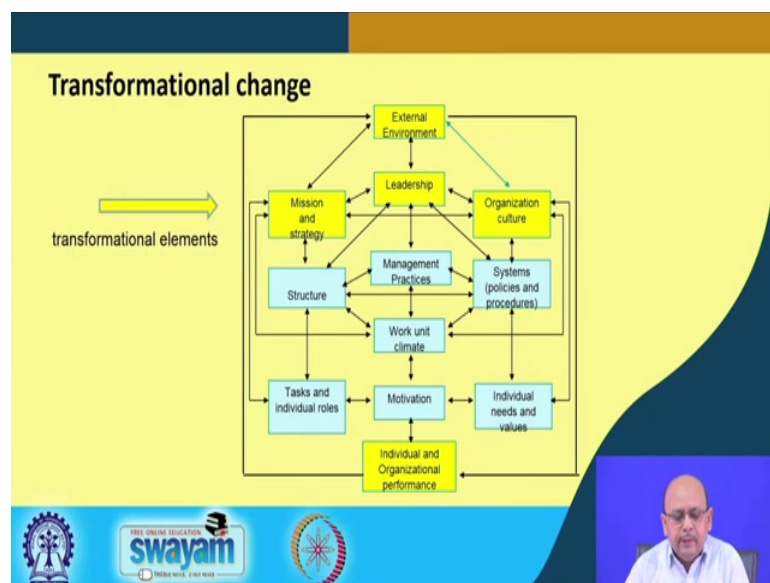
Now, if you look at this model it is something like this. External environment here because everything is derived from the external environment and performance is here. Now, in addition to that you also see there is a feedback loop going to this external environment from every everywhere right. And, these are the ten variables which are part of the main component which includes your mission and strategy, leadership, culture, system management practices, work group climate structure. Or capabilities of the people that is skill job match, motivation and we needs and values and you can see that

the direction is also clear. For example, you can find out the culture is related to the individual needs and values.

So, you will find both one sided arrows and two sided arrows. So, this one sided arrows basically shows the nature of direction that is it is unidirectional, it is not by bidirectional. While, if you look at this it will bidirectional like individual needs and motivation are interconnected skill and motivation is interconnected, by skill is relative performance. Performance is not related to a skill right. So, some of this arrows basically represent the nature of relationship whether it is unidirectional and bidirectional. Even if in this model you can identify that some of these variables are transformational and nature and some of them are transactional and nature right.

So, if you look at this part this is transformational and this is transactional right which looks into the market which looks into the efficiency of the organizations. So, both are included.

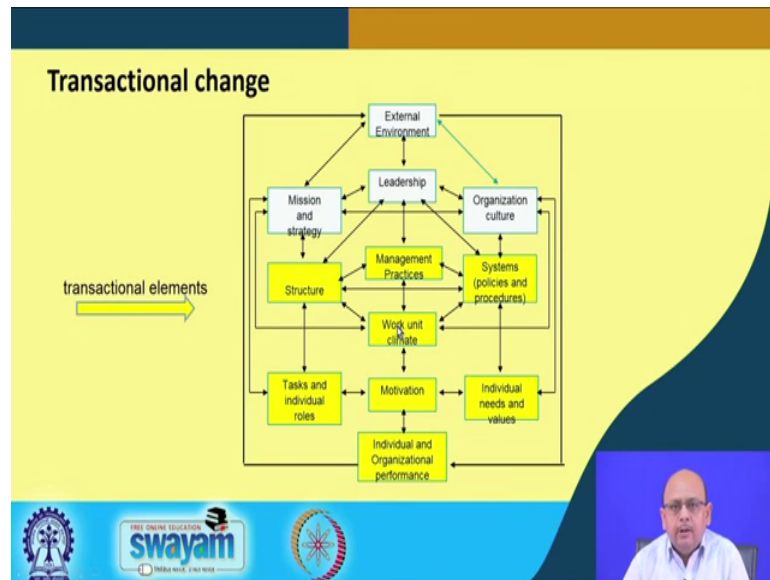
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Now, we proceed further to discuss this model to identify what are the transformational elements of this model and why we call it transformational. So, the four variables external environment leadership, mission and strategy, culture and performance are transformational. Because, the objective of having this is to ensure that to remain competitive in the market right, they are going to transform organization so that the organization able to grow and compete in the market. Now, if you look at these variables

their transactional because of the nature. Because, here it is something like where you are going to transact within the organizational system to perform well, and that is why this kind of system is considered as what you call transactional.

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Look at this, this is transactional. This transactional system was also contributing to performance. This system is also contributing to performance. So, this part is considered as transformational, this part is considered as transactional right. Because, the nature of interaction is going to decide whether it is going to be transactional or transformational right.

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Life cycle models

Posit that organizations progress through a series of predictable stages of development and that each stage brings with it a set of alignment related issues that have to be managed.

A good example is Greiner's five phases of growth

The diagram illustrates the following stages and crises:

1. Growth through CREATIVITY
2. Growth through DIRECTION
3. Growth through DELEGATION
4. Growth through COORDINATION
5. Growth through COLLABORATION

Corresponding crises are:

- Crisis of LEADERSHIP
- Crisis of AUTONOMY
- Crisis of CONTROL
- Crisis of RED TAPE
- Crisis of ?

Logos for Swamyam and other educational institutions are visible at the bottom of the slide.

So, after discussing this transactional model, we are going to discuss the last model that is the life cycle model right. Now, this model is different compared to other models because it talks about how organization progresses through a series of development stages. And, each stage brings about certain changes which need to be managed. Now, if you look at this you can say the first stage is the growth stage that is where you need more creativity. Then the next stage is growth to direction it means that you expanding, then the growth through delegation if you further grow.

Then you need to create a structure and need to empower people because you cannot do everything on your own. Then again you need more and more coordination and finally, you need collaboration. Now, if you look at this various stages it also create lot of crisis. First stage the crisis of leadership, then autonomy. Then control how is going to control various activities. Then you need to ensure that there is a crisis between bureaucracy and coordination. So, how what kind of structure and system you are going to use to ensure that this red tapeism is reduced, other bureaucratic hurdles are not there because red tapesim is relative bureaucracy.

So, that you can grow through better coordination of vertical and horizontal systems right, and finally when you go through collaboration you have to identify what kind of crisis would come. So, what I am trying to say here is that if you look at the various phases of growth you encounter different problems, issues and challenges and all of them

could be related to the change right. These is not a perfect model of change, but say that at different stages of development of the organization you need to bring some changes in the structure, system, process and culture. So, that you continue to grow and develop right.

So, with this model we are going to end the discussion ok.

Thank you very much.