

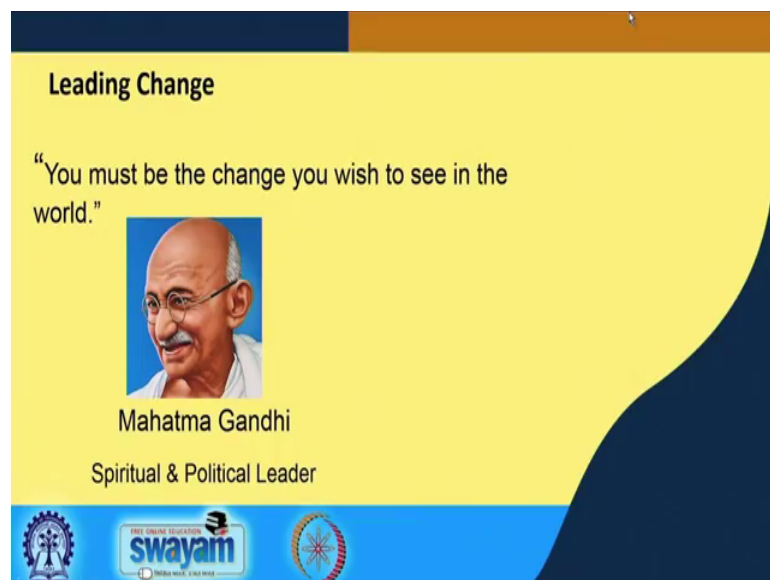
Managing Change in Organizations
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Lecture - 24
Vision and Change (Contd.)

So, welcome back and this is the fifth week and here, we are going to talk about a different topic, basically here we are going to discuss about the role of leadership. The role of leadership in implementing changes is very very important and then you also have change managers who act as a catalyst to ensure that the change is successfully implemented. Before that we you know we talked about how we link vision and mission with the change, even there also you find the role of leadership is very very important, because it is the job of leadership basically the top leaders to identify the vision and mission and then it is communicated down the line to the people who are going to work for it.

So, in this session we are going to talk about that, how leadership is going to facilitate the change process right so.

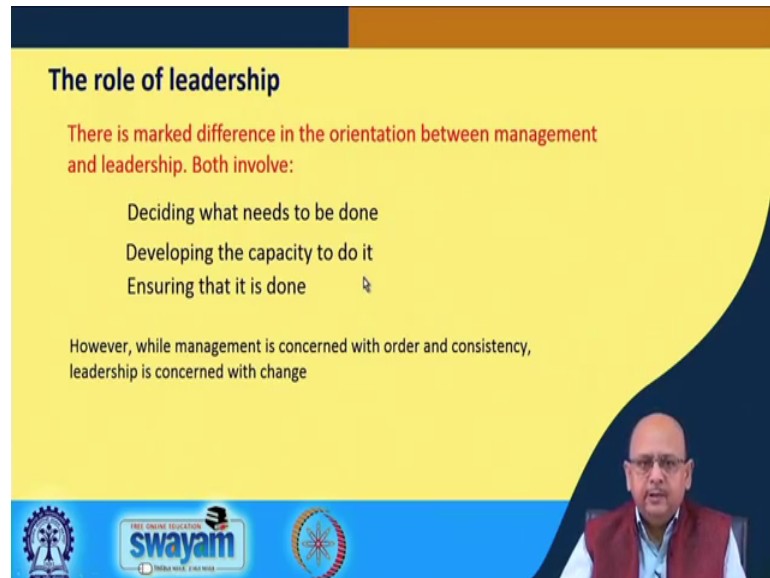
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I am going to start with a quote because that becomes very very relevant and you all know about Mahatma Gandhi and I am giving a quote within quote "you must be the change you wish to see in the others". It means when you want to lead the change you

need to ensure that you also changing because you become a role model for the change right and with this statement we are going to start our discussion about leading change.

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The role of leadership

There is marked difference in the orientation between management and leadership. Both involve:

- Deciding what needs to be done
- Developing the capacity to do it
- Ensuring that it is done

However, while management is concerned with order and consistency, leadership is concerned with change

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And here we are going to discuss about the role of leadership which is very very important ok. Now, before we discuss about the role of leadership it is very very important to understand the difference in the orientation between the managers and the leader right. If you look at the managers and the leaders though both have the role overlap, but there could be lot of differences also in the role when it comes to change.

Now if you look at the role one thing that can be said that yes, both of them decide what needs to be done right, second point is they also suppose to develop the capacity of the people what is to be done and then ensuring that it is done. So, these are the 3 major roles which the leadership is going to perform in an organization right.

Now in order to ensure that these things are done and if you look at the management; management is supposed to fulfill the responsibilities perform the job that is given to them. So, they are more concerned with order and consistency, because they are supposed to act and see that the job is performed so, that organization is able to work right. But the leadership is more concerned with the change, it means it is the top leadership or the top managers who decide what needs to be done right and they also articulate the vision and mission for the organization.

So, they are going to decide where you want to go in the future, what kind of vision we should have ok, what could be the strategies of the organization. So, basically all this comes under the ambit of top managers and that is why the role of the top managers or the leadership becomes very very important. Though there could be overlap, but you know that (Refer Time: 03:36) says that leadership is what, getting things right or getting right things right.

So, getting right things is management and getting things right is leadership. So, this will provide you a difference in the role of both the leaders and the manager, why I am talking about the role of leadership and managers, because managers are supposed to carry out the activities in the organization that is given by the leaders. So, here leaders assume more responsibilities in terms of deciding what needs to be done and also developing the capacity of the people and then they also need to ensure that it is done right. So, what we are going to discuss when I am going to talk about the leading change is elaborate upon all these 3 points in a detailed to ensure that how leadership is going to make a difference.

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Deciding what needs to be done

- Management involves deciding what needs to be done through a process of goal setting, establishing detailed steps for achieving these goals and identifying and allocating the resources necessary for their achievement (through planning and budgeting)
- Leadership focuses on creating a vision and setting a direction, and developing the strategies necessary to move in that direction.

The slide features a central illustration of a person lighting a candle. At the bottom, there is a video inset of a man in a red vest and a footer with logos for Swayam and other educational institutions.

So, will take about the first point deciding about what needs to be done. So, when we say that what is to be done, what is the role of the management ok? Management is also involved in deciding what is to be done. So, they have a process they set the goals, they also define the various steps through which the job is to be done and the goals is to be

achieved and for that they identify and allocate resources so, through which they are able to achieve the goals and objectives. So, it is the usual process of management which you call planning, organizing right, staffing leading and controlling, these are the various activities through which management is able to achieve the goals and objectives right.

Now, when we are talking about leadership is responsible for carpeting a vision and setting a direction and also developing the strategies. So, now, you can see a very clear difference between the management and industry. So, it very clearly differentiates the role of the management and role of the leadership. So, now, you can see the role of leadership is more important compared to the role of management, because management is involved with day to day operations right.

So, they plan about the activities, they organize the activity, they decide who is going to do, what they allocate the resources and then may people responsible through ok, by giving the responsibility that who is going to do what and they also have a control mechanism right. They allocate the resources for different activities to ensure that the job is done and they are able to achieve the goals and objectives of the organization.

But who sets the goals and objectives? The goals and objectives are the strategies is set by the top managers ok. So, the role of leadership is different compared to the management here. So, they are basically able to create the vision and that is what we have been discussing in the last chapter also that leadership is responsible for creating the organization. And when they create the organization they must be able to visualize that it is powerful it communicates a vision down the lines so, that people are able to inculcate them and follow them and it acts as or inspires people or motivate people and it also reduces some kind of commitment to the change right.

So, the leadership and its role is very very important because they focus on creating a vision that is what we have been discussing in the last section also. And it is also it is setting a direction and right where we want to go and what kind of strategies we need to adopt in order to reach to that direction right. So, the role of leadership become more important compared to this. So, the role of leadership is more strategic and the role of management here becomes more operation in nature. Now you can see the role this person is going to act as a leader, it means that he is going to light the lamp he is going to tell how what is to be done and then they are going to do it.

What I am trying to tell here is that management is going to follow what the leadership is supposed to provide in terms of direction, strategic intent, goals and objectives for which the management is going to use resources to ensure that it is done and the goals and objectives are achieved. So, both are complementing to each other its not that we only lead leaders and do not need managers right. So, both of them are important.

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Deciding what needs to be done: Quality of the vision

A strong vision can make a valuable contribution to the success of a change initiative

But unless the leader:

- makes a realistic assessment of the situation
- and responds to the concerns of others

the vision may not be fit for purpose.

The slide features a cartoon illustration of three figures: one holding a large wooden plank, another pushing a large wooden box, and a third standing with hands on hips. At the bottom, there are logos for 'swayam' and 'INDIA'S OPEN EDUCATION' along with a portrait of a man in a red vest.

Discussing further what needs to be done ok, now we have been talking about the vision. The vision which is meaningful a vision which is having a strategic say orientation, a vision which is able to help people to motivate inspire and commit for change right. So, you need to ensure that when leadership is going to decide about the vision, what kind of vision it is able to develop and if it is not able to a vision which is having a content and context then you can say that the quality of vision is going to fail right.

So, a strong vision is very very important, a strong vision I mean say to say that it should have a content, it should be strong or it should have a strategic orientation which provides a direction for their future so, that people are able to follow it. So, strong vision can make a valuable contribution to success of a change initiative, because if visually strong enough then only it will be able to communicate in a very powerful way down the line to the people that ok, this is what we need to do in order to realize the goals and objectives.

Now, but unless the leader make a realistic assessment of the situation that is the content sorry the context and respond to the concern of others, look into the stakeholders right and if is able to look into the it is various stakeholders we have already talked about it that how the vision has evolved right. So, you need to consent stakeholders, employees look into the context right economic context, cultural context, internal context and then based on that you are supposed to develop a strong vision.

So, when we talk about leading change one of the fundamental issues that come here is that this leading change start with creating a strong vision for the organization, because that becomes the first step fundamental basis for going for a change right. Now if you look at this picture it shows what? It shows that what people are doing and why they are doing right. So, they could be very stakeholders in the process. So, you need to access the situation you also look at the concern of all the people you stakeholder's employees, stakeholders right including people in the society right.

And the processes to ensure that you are able to develop a vision which is going to serve the purpose of the organization and if that if does not happen then you are not in a position to create a vision which could be considered as good and a strong. Now, will discuss some other issues related to this, what needs to be done.

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Deciding what needs to be done: The leader's assessment of the situation

Sometimes leaders fail to make a realistic assessment of the situation because:

Their diagnosis is unsound
They may be so committed to a project that they only attend to information which supports their own position.
A history of past successes can contribute to this condition.

Nobody challenges their vision

- Subordinates may fear repercussions
- They may be too dependent and trusting of the leader's judgement.

The slide features three icons: a person with a large magnifying glass, a person with a sword, and a person bowing. At the bottom, there is a video inset of a man in a red vest and a footer with logos for 'THE ONLINE EDUCATION swayam' and 'SWAYAM'.

See we talked about two different points here, assessment of the situation and respond to the concern of others. So, we first will see that how we go about a realistic assessment of

the situation ok. So, the leaders assessment of the situation depends upon what? This depends upon how well they have been able to scan the environment, the context, in terms of culture, technology, economic, environment and other factors to realize the kind of environment in which they are going to operate right.

So, it depends upon the diagnosis, diagnosis of what, internal and external environment which we have discussed in detail. If this diagnosis is good they would be able to develop a strong vision about the future and which is going to provide them a direction, but if this diagnosis of the environment is not good then they will not be able to develop a strong vision which would have an strategic orientation. So, what I mean by diagnosis here is that, it should be able to identify the kind of environment in which you are operating right, not only that you should have enough information about the context.

Economic context, cultural context, social context, political context, technical context, which is going to provide you a frame for operating right, because these kind of information would help you to create a vision for your organization that what you can achieve given these conditions in the environment right.

So, it diagnosis is a proper diagnosis who can say of the environment is very very important right. So, you need to ensure that yes you are able to get all the informations. So, here information means two things; one is the amount of information that you are able to gather about their various factors which is going to help you to create a vision and the quality of information. So, the amount and amount of information and the quality of information both are important because that is going to support your position that how well you will be in how better position you have in order to develop a vision right. And then you look at your past successes because that is also going to contribute to your condition.

It means if you have been able to correctly assess your situation in the past then you will be better position to identify the kind of future that you envision for yourself right. But if you are not been able to get success in the past then will it would become very difficult that identify the kind of situation that you are going to work in the future right. So, it is very very important to ensure that it happens right. And then you are in a position to ensure that the vision that you develop, based on your correct diagnosis is something that is really meaningful and has a context right.

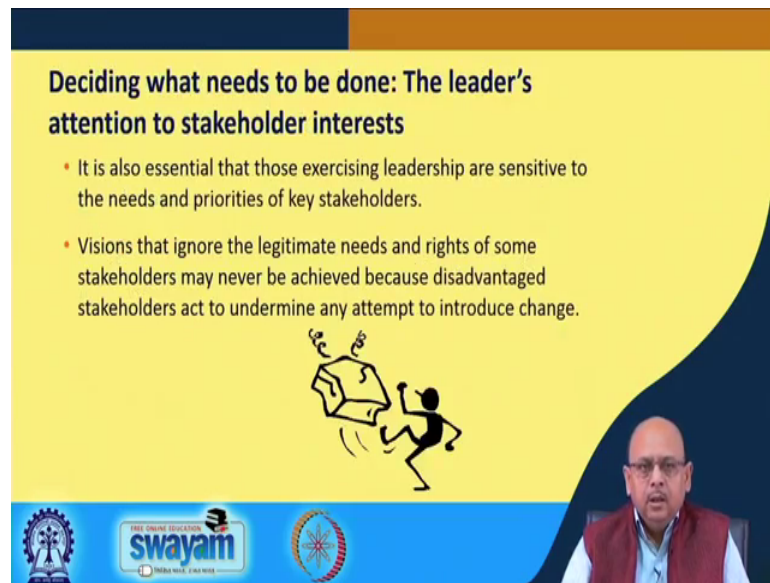
Because, if the vision is not meaningful people are not able to relate themselves with the vision they are not able to imagine the future the kind of future that they need to go for then it would it becomes very very challenging right then the vision is not going to be helpful right.

So, if the vision is not good then people or the stakeholders may not be able to relate themselves, they will not be able to commit themselves to the change right and then people down the line has lot of repercussions fear that with this vision is good or not whether it is possible to realize or not. So, they have some kind of fear in it that the kind of vision that is developed by the top leadership is not good and it does not provide something that could be called worthwhile and meaningful in right.

So, if the vision is not meaningful because the content and context has not been identified properly, then this would create lot of repercussions among the employees and then this would create lot of fear anxiety and stress whether this vision is good whether it is possible to realize it or not right. And then they all depend upon the trust and the judgment that the leadership made because, the leadership the role of the leadership is to create the vision and mission statement for the organization.

So, we need to see that the vision that is created is not challenged, but it is acceptable to everyone. So, this shows what, yes whatever you have developed you are going to accept it, but here you see that whether you are able to properly diagnose it or not and the whether you have all the information with it and make sure that it is not going to be challenging right and then people are ready to accept it. So, if these things are need there then probably you are not able to correctly assess the context in which you are going to operate and then it would be very difficult for you to in vision a future in terms of your vision which could be considered as meaningful.

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Deciding what needs to be done: The leader's attention to stakeholder interests

- It is also essential that those exercising leadership are sensitive to the needs and priorities of key stakeholders.
- Visions that ignore the legitimate needs and rights of some stakeholders may never be achieved because disadvantaged stakeholders act to undermine any attempt to introduce change.

The slide features a cartoon illustration of a person running while carrying a large box. At the bottom of the slide, there are logos for 'swayam' and other educational institutions, along with a small video inset of a man speaking.

Now, second thing is, looking at the a stakeholders interest that is equally important right because when you are going to develop a vision for the organization you are not only looking at the context in which it is operating, but whether this vision is going to be imbibed by the stakeholders or not and whether you get some feedback from a stakeholders or not. You remember when I was talking about how vision evolves in the future you need to consult your stakeholders, their other employees in the process to ensure that it is able to satisfy the needs of your key stakeholders right.

So, if you are not able to satisfy the needs of your stakeholders then you will have certain disadvantage, because some of the stakeholders might think that this vision is not for them and they would not actually agree to this kind of vision and they would always undermine any attempt which you want to introduce because the kind of vision that you have developed right. So, it may not be acceptable to some other stakeholders, even employees may not accept it or stakeholders who have invested many money they would not accept it because it is not going to satisfy their interest and needs.

So, when you are going to develop a vision on the one side you need to ensure that you are going to create a vision which is meaningful and it has a context with proper diagnosis, but at the same time you also need to ensure that it is able to satisfy the needs and interest of various stakeholders who are affiliated with that particular organization.

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Developing the capacity to do it

- Management involves developing the capacity to accomplish the organization's agenda by organising and staffing.
- Leadership focuses on **aligning people**, communicating the new direction and creating coalitions committed to getting there.

Aligning people to achieve the vision

Developing capacity involves communicating in a way that aligns people to achieve the vision

Logos for IIT Bombay, SWAYAM (The Online Education), and IIT Madras are visible at the bottom of the slide.

Moving further, we are going to discuss the next point that is developing the capacity to do it, how you are going to develop the capacity of the leaders to create a vision right. So, here the role of the management is important, because it is the managers who are going to develop the capacity of the people so, that they are going to work on the agenda of the organization right.

So, it is related to leadership or it could also be related to the manager. So, once the management leadership is decided that this is what we need to achieve then the management has to suggest the kind of competencies that would be required by the people in to achieve these goals and objectives of the strategic intent. So, that we are able to realize in vision in your future problem ok. So, if you are not able to realize your future in a proper context then what will happen, it means that your people are not competent enough to go for it.

So, the second most important point that is discussed here is that you need to ensure that your managers are going to work to ensure that they have the capacity and their capacity is aligned with the goals and objectives of the organization right. So, they need to develop the capacity to ensure that the people who are going to work for these organizations are helping to achieve the organization to achieve its goals and objectives.

How it is possible? By organizing, by staffing, by controlling ok. So, these are related to the managerial activities and then another important activity is aligning people to achieve

the vision. So, you need to ensure that once it is communicated and people are able to develop your capacity. So, that the capacity of the people is aligned with the goals and objectives in such a way so, that they help in achieving the goals and objectives.

For example, you can see here the managers have been able to align the activities of the people that they are able to realize their goals so, if and the goal here is to win the race. So, unless all the people who are working they need to coordinate their activities based on their competence. So, that this person is able to lead as a manager and achieve the goals and objectives of the organization.

If the activities are not coordinated in lined with each other based on the competence which they had so, the competence is first thing that they need to win the race and the second is alignment of their activities with the goals and objectives right. The objective here is to win the race and coordination is at how they are going to coordinate their activities based on the competence so, that they are able to achieve the goals and objectives, so, it is very very important right.

So, management the role is developing capacity the role of leadership is how alignment happens right. So, creating direction identifying them and see that how it is possible to achieve the goals and objectives of the organization.

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Developing the capacity to do it: Building coalitions

Sometimes leaders fail to create the capacity to get things done as they fail to build coalitions committed to achieving the vision

- A feature of modern organizations is interdependence, where no one has complete autonomy, and where most members of the organization are tied to many others by their work, technology, management systems and hierarchy.
- These interdependencies point to a need for 'lateral leadership' to create commitment to a shared understanding of what needs to be done.

The slide features a yellow background with a dark blue curved border on the right. At the bottom, there is a blue banner with logos for 'swayam' and 'THE OPEN UNIVERSITY'. A small inset image shows silhouettes of five people standing together. A video inset in the bottom right corner shows a man in a red vest speaking.

Moving further, how we are going to build the capacity? That is very very important. Now you see here, this shows a team that how the team is going to align their activities or build their coalitions with each other by coordination and integration of their activities based on a competence that people have. So, that they are able to achieve the goals and objectives right.

So, you need to ensure that people are able to develop the capacities and build coalition which is going to be committed to achieve the goal. Now if you look at the last example that I had given here, see here you have been able to build a coalition and commitment by aligning their activities in such a way so that they are able to achieve the goals and objectives. Now how this is to be achieved right then you need to ensure that you are able to develop the capacity. So, you go for some kind of interventions to ensure that people are able to develop those capacities which is required right.

And how it is happen through interdependence right most of the jobs are interdependent, I go back to the same example again for example, see all the people who are (Refer Time: 22:43) say they need to coordinate their activities so and their jobs are interdependent. So, if they are going to align their activities with each other, coordinate with each other, only then they are going to be successful otherwise not.

So, thus interdependence is very very important here and that is why we are talking about interdependence ok. So, the jobs are interdependence, the activities are interdependent and that where you need to go for better integration and coordination of activities among the members of the organization so that you are able to achieve it. So, whether you are using technology or whatever the systems hierarchy you need to ensure that this interdependence is achieved at a level that is desirable right and this requires a lateral leadership it means that everybody become a leader at one point of time right.

For example when you are talking about interdependency it could be different kind of interdependence ok. So, here we are basically talking about either pooled interdependence where everybody is pooling their resources, knowledge and skill to coordinate the activities are reciprocal dependence right, where one after each other they are going to coordinate the activities and integrate into such a way.

So, that they are able to understand what needs to be done and they are able to achieve the goals and objectives right. So, it is very very important to build coalitions basically in

terms of interdependence right either pool or reciprocal. Moving further, how they go about it, another important.

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Developing the capacity to do it: Empowering others to act

- In those situations where there is a clear (and shared) sense of direction, committed stakeholders, including subordinates, are more likely to feel able to take action without encountering undue conflict with others or being reprimanded by superiors.
- But sometimes this shared sense of direction is lacking because the vision is poorly communicated.

The slide also features an illustration of a person putting a letter in a mailbox, and a small video inset of a man in a red vest at the bottom right. The bottom banner includes the 'swayam' logo and the text 'INDIA RISE, INDIA RISE'.

So, empowering people empowering means that yes you need to delegate people authority down the line. So, that they are going to act on it means that you need to go for decentralized decision making right. So, if there is a clear and shared sense of direction, then you need to ensure that your subordinates are empowered they are going to take action which is required by them right and this is going to help you to ensure that they are able to take up those actions which is required. And that is where with this empowerment is very very important, because if you are not empowering then there is could be positions where they could be conflict right or where supervisors are going to risk all the powers then it would create lot of problems right.

So, you need to ensure this shared sense of direction by empowering people down the line. So, that everybody is working for the same goals and objective right, but if is empowerment is not happening then this does not create a shared sense of direction and then it means this source that vision has not been communicated properly to everyone ok. Now moving further we will talk about how it is done, the third point.

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Ensuring that it is done

Kotter identifies four ways:

- Articulating the vision in ways that are in accord with peoples' values
- Involving people in deciding how to achieve the vision, thereby giving them some sense of control.
- Supporting others' efforts to realise the vision by providing coaching, feedback and role modelling.
- Recognising and rewarding success

The slide features a graphic of four stylized figures in red, green, blue, and purple holding hands in a circle, with a sun-like spiral above them. At the bottom, there are logos for 'swayam' and 'THE ONLINE EDUCATION'.

So, here see that how you are able to coordinate and integrate your activities together. So, that you are able to achieve your goals and objectives this figure that is what it shows.

Now how it could be done so, Kotter identifies certain ways like articulating the vision in ways that are called with peoples values. So, it must meet the values and goals of the people so, it must be aligned with that one ok. Let people decide how to achieve the vision, they have given them some sense of control and this is related with what we call empowering them delegating power down the line. So, we go for decentralized decision making process and then supporting others effort that is where you go for coordination and integration of activities, through coaching feedback and role modeling.

And finally, rewarding sorry, recognizing and rewarding success. So, once the goals are achieved you need to reward and recognize the efforts made by the people in achieving the goals and objectives and that is how we are able to ensure that the goals and objectives of the organization is achieved.

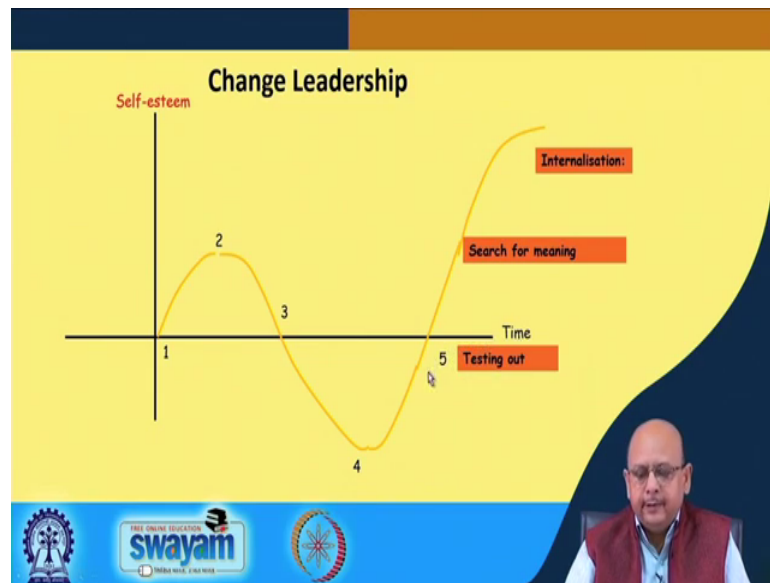
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Now, moving further if you are talking about leadership change leadership what actually happens, now I am going to show you a graph which relate with that how it happens through a process ok. So, how the vision gets evolved and how people start accepting along a time frame and what happens to them. So, we have on this dimension we have self esteem which is relate to the individual and this dimension we have time. So, the time frame here now you can see that you go through different time frames right starting with 1, 2, 3, 4, 5. So, there could be other time frame that I have not discussed here, but I have just included these time frame so, you look at this there are 7 time frames ok.

So, we start with the first 4 which is immobilization. So, the moment you decide about it right. The self esteem slightly goes up then another state come out where the self esteem goes down with the time and that is where the role of leadership is very very important to ensure that you are able to come out it and then again the acceptance are letting go happen right it is ok. Let go let us go and that is where you will find the role of leadership at all these stages are very very important especially the change leaders.

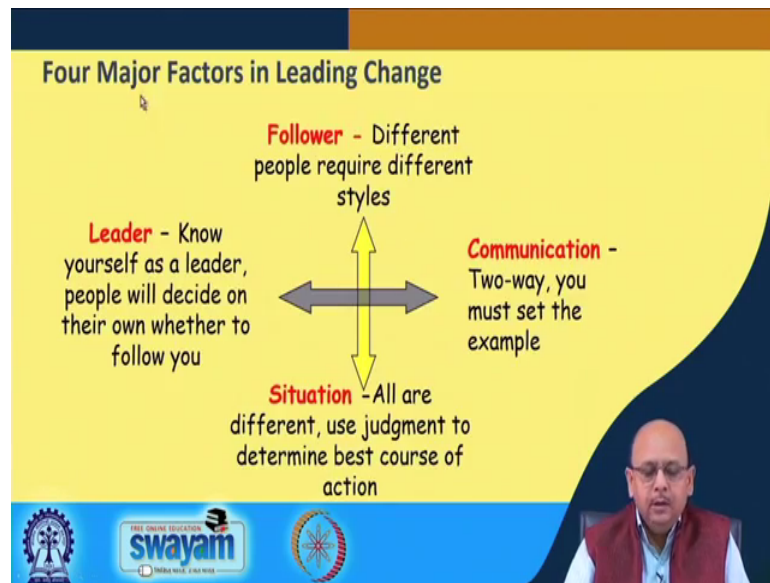
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And then you move further, look at this 5 you test it and then you try to see whether it is good for you or not if you find good then it could relate to the self esteem and finally, you internalize the change. It means the change is going to successful and that is where at each of these stages these 3 stages and the earlier 4 stages it is very very important to keep track the people.

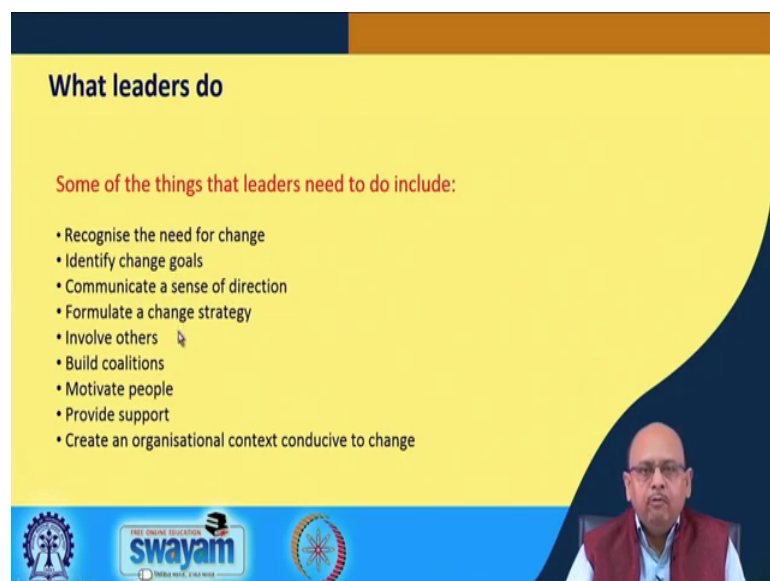
And how it is possible, by empowering them, delegating authority right, aligning their values and goals with the organization right and developing their capacities and if all this happens, then the leadership would be in a better position to ensure that they are able to internalize their goals and objectives. And that is where they identify some kind of meaning they are able to make sense of what is happening and ultimately they are able to internalize and they go for it right.

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Moving further so, these are the 4 factors which are basically important and leading change we have discussed all of them one by one. So, the first one is follower, what about followers ok. So, you look at what kind of leadership style is required by the follower here, communication it must be two – way, situation the context is very very important and the leader, the top leadership right. So, based on this there is a interaction among all these factors the leaders need to communicate and then followers are going to act depending upon the situation right. So, these 4 factors are very very important when it comes to leading change.

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And finally what you are going to do is that, see that how what leaders do basically in the process, they need to recognize the need for change it is responsible to the top managers not the managers, they need to identify the goal relate to the change, they need to communicate a sense of direction. So, all these points we have already talked about just to summarize them I am talking about it here.

Then they need to develop a change strategy, they need to involve people in the process, build coalitions, motivate people. So, that they are committed to the change, provide all the support in terms of resources and other things and then they also need to create a context which is conducive to the change. So, they need to create a environment and climate which facilitate the change. So, it is very very important to understand the role of leadership in leading change.

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How they do it: leadership style

The assumptions leaders make about others has a powerful affect on their leadership style

- Situational leadership** Situational leadership challenges the notion that there is one leadership style that will be best for every manager in all circumstances. The most effective style depends on situational factors
- Charismatic leadership** The charismatic leaders are those have the ability to inspire others. This requires two distinct skills:
Framing
Rhetorical crafting
- Distributed leadership** Managers, throughout the system, have to accept that they have a leadership role to play. The network of leaders need to share a common vision that is clear, consistent and inspiring.

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How do they go about it, they follow a different type of leadership situational leadership, charismatic leadership or distributed leadership. So, if they are follow this kind of leadership style what happens it means the leadership is dialed the principle the kind of situation that is there right so, it all depends upon the situation.

And then accordingly you follow a leadership style, charismatic leaders those who are really ready to they have the ability to inspire like Gandhiji right. So, this requires framing that you are able to develop a frame for yourself and then you have rhetorical

graph, it means that you are able to communicate and speak in such a voice so, that people get influenced by you.

And then distributed leadership; distributed leadership is nothing else where everybody comes to play the role of a leader at different levels ok. So, the leadership gets distributed down the line. So, if this happens then everybody accept the role of a leader and then understand the responsibility that what they need to do right. And this creates a shared vision for everyone because the leadership gets distributed down the line and this is possible only even you go for decentralized decision making process ok.

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The collective nature of leadership

Collective leadership is required in those circumstances where a single individual is unable to formulate and implement a vision that is acceptable to a sufficient body of powerful stakeholders.

Two factors determine whether it will be effective:

- Coherence
- Fragility

Fragility can be defined in terms of three types of 'coupling'.

1. Strategic
2. Organizational
3. Environmental

The slide also features an illustration of four stylized human figures in the center-right and a small video inset of a man in a red vest in the bottom right corner. At the bottom, there are logos for IIT Bombay and Swamyam.

And then we if we go for leadership they need to work actively right. So, now, if you look at all the leaders here you will find the yes they are looking at different direction, but they are united. So, that they are able to cope of with any kind of challenge that is happening right. So, irrespective of the context of the situation it is very very important that leaders come together all the top managers come together and so, that they become a very powerful stakeholders.

And it would be possible only if they are coherent and fragile; fragile means how they are connected with each other. So, this is what is going to decide feasibility. So, this could be three kind of coupling that we are going to talk about there is strategic, organizational and environmental. So, very briefly I will talk about these three kind of coupling you can see here.

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Three types of Coupling

Strategic coupling The internal harmony between members of the leadership constellation

Organisational coupling The relationship between members of the leadership constellation and their organizational constituencies

Environmental coupling The degree of coherence between the leadership constellation's vision and aspirations and the demands and constraints imposed by powerful external stakeholders

The diagram shows three levels of coupling. Strategic coupling is represented by a circle containing five interconnected nodes. Organisational coupling is shown as a central circle with five nodes, each connected to a group of three smaller nodes. Environmental coupling is depicted as a central circle with five nodes, each connected to an external node outside the circle.

swayam

Coupling, strategic coupling means that yes leaders are connected with each other see the kind of network that they have developed here. Organizational coupling leaders are connected with each other and the various stakeholders the constituency of organizations also connected with each other. And third one is environmental coupling, it means the leadership is an aspirations are aligned with the goals and objectives of the external stakeholders here. So, these are the 3 different kind of coupling that happens, now if we relate all these together then what will happen.

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Maintaining harmony at all three levels

It can be difficult to maintain harmony at all three levels

- Accommodating different interests is easier when there is organizational slack
- The interpersonal skills of members can affect the stability of leadership constellations

The diagram shows a central circle with five nodes, connected to a middle circle with five nodes, which is then connected to an outer circle with five nodes.

swayam

You get the best harmony, but whether it is possible or not that is very difficult to say, but now what see what happens, here we try to collate all the 3 type of coupling that is strategic, organizational and environmental right.

So, this would be able to accommodate the interest of all these stakeholders right and the skills of the member leadership would be able to decide the extent to which the kind of harmony you are going to achieve at all the levels all the 3 levels. So, it is difficult, but for able to achieve it then it is good for the organization.

Thank you very much.