

Competing Through Sustainability and Change

ANUBHA DADHICH (PHD/IITD)

ASSISTANT PROFESSOR

IIM RAIPUR

The High-Performance Management Model

Focuses on the progress of various related areas (productivity, growth, profits, customer service etc.), which put together have an impact on organization's outcome.

It would also include, rigorous recruitment and selection procedure, incentive pay systems, and performance management processes.

How to improve organizational performance ?

- ▶ Developing employees' skills and imparting training and management development program with a view to self- management and increasing team capabilities.
- ▶ Aligning the processes– Strategic, Operational, people management with organizational objectives.
- ▶ It will help in foster trust, engagement and commitment to the overall organizational goals.
- ▶ Decentralizing decision-making process to ensure faster decisions by those who are in touch with customers/clients
- ▶ Engaging with the community outside the organization. This fosters both the commitment and trust within and outside the organization.

Management & Leadership



Vision

01-Dec-19



Effective Leadership



Enhancing employees Skills



Employees Engagement



Sense of Momentum

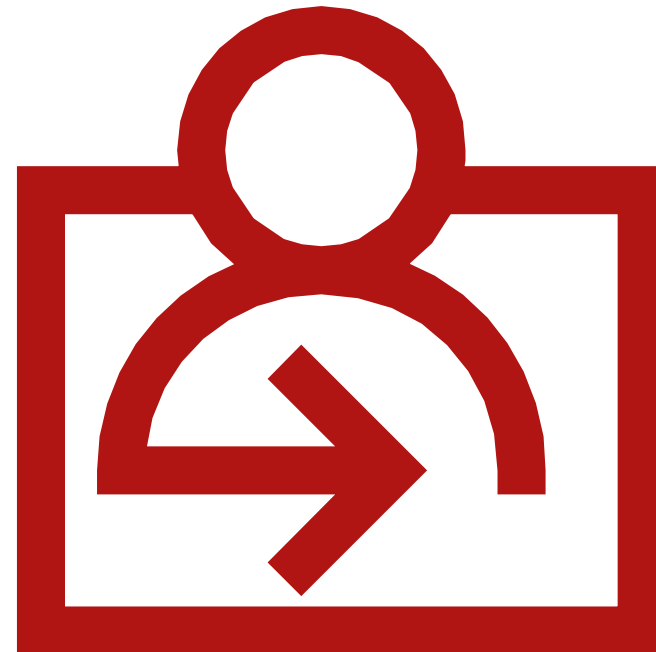


Direction

High Commitment Management Model

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- ▶ A form of management which is aimed at eliciting a common commitment so that behavior is primarily self-regulated rather than controlled by sanctions and pressures external to the individual, and relations within the organization are based on high level of trust. (Wood, 1996)



How to create High Commitment Management Model ?



Reducing hierarchies, achieving flexibility and doing away with rigidity.



Emphasis on growth and development, commitment and training and development of employees.



High emphasis of employees on quality management.

Continue.....



Heavy reliance on teamwork and problem-solving teams (quality circles)



Better assessment and compensation structures with emphasis on profit sharing and merit-based pay



Enhancing job description/enlarging/enriching roles to improve job satisfaction of employees

Continue.....



Cushioning employees against uncertainties like lay-offs or redundancies.



Working on permanent employee guarantees and using temporary workers to manage fluctuating demand for labour

How to create high Involvement Management Model ?

It focuses on ensuring that employees are highly involved and engaged.



It foster clear lines of communication to ensure clear and continuous dialogue between the managers and their team members to achieve clarity on expected performance.



People are treated as partners instead of employees and are encouraged to speak about what matters

Continue.....

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Everyone has clear understanding of what is to be achieved.



This gives a framework to ensure that goals will be achieved.



Common practices used in this approach are, “online work teams, Offline employee involvement activities, problem solving through group interaction, job rotation, suggestion schemes, decentralization of quality efforts.

Advantage

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- ▶ It helps an Organization develop an edge over competition in terms of talent readiness and capability in the long run.

Change or Perish

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Change is necessary if organization need to sustain

Turmoil or economic recession put pressure on leaders and forced them to rethink the economics of their business.

It also brought changes in social attitudes that require new leadership response

Appreciative inquiry

Approach to lead change



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graph TD; A[Approach to lead change] --> B[Engage individuals, teams or the entire organization in creating change by reinforcing positive messages and focusing on learning from success]; B --> C[Look for alternative solutions rather than who did it and how it happen?]
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Engage individuals, teams or the entire organization in creating change by reinforcing positive messages and focusing on learning from success

Look for alternative solutions rather than who did it and how it happen?

Continue.....



IT GETS AWAY PEOPLE
FROM BLAME GAME



DEFENSIVENESS



DENIAL



CREATE POSITIVE
WORK ENVIRONMENT

How to Lead Major Change ?

Appreciative inquiry accelerates large scale change by positively engaging multiple stakeholders

Once the topic has been identified for exploration, group follows four step model

Discovery

Dream

Design

Destiny

Kotter's Change Model

