Chapter VII

CONCLUSIONS

The objectives of the present research study have been to establish that all change efforts must be culture and value based, through creating new attitudes and mindsets by way of enrichment of human consciousness and finding a synthesis between Indian cultural heritage and modern management concepts by integrating the available perspectives, theories and practices in one place. The study also aimed at establishing that only value based leadership, with core competencies and qualities which spring from the culture of the soil, and which undergo self-transformation, can bring about real and more enduring change.

The findings of the present research study strongly establish that an unproductive culture, which has been more than five decades old, can be successfully changed with value based interventions. The organization where these interventions were implemented displayed a significant positive change not only in performance in statistical terms but also in terms of attitudes and mindset. In the words of Group Chairman of the Company “The proof of having brought the change is that today I do not have anybody resisting change.” While describing the post change environment, he further said, “Change keeps spirit, venture, challenge, and breathes enterprise. All this is happening and what I see is that an excellent job has been done in a short time and with full determination.” Describing the new environment after the change, the Group Chairman observed, “Today my organization has became flexible from rigid. I am as young as I was yesterday. My
yesterday has become my tomorrow.” These comments from company’s Group Chairman give a clear picture of the direction in which the change had taken place.

Similar views have been expressed, on behalf of the workmen, by union’s ex General Secretary who said, “Few leaders were opposing the settlement till last but the workers have willingly accepted and it has been implemented.”

Even statistically, a significant improvement was observed in post change performance, with 26 percent reduction in manpower, about 70 percent reduction in overtime payment, and the productivity also improved substantially in all product divisions—upto 106 percent in one business division and 74 percent in tractor – the main product of the group. Wage cost per unit of production also came down considerably, ranging between 5 to 30 percent. In tractor division it came down by 30 percent.

These results clearly establish and provide substantive data in support of the argument that an organizational culture, howsoever old and unproductive it may be, can be successfully changed to meet the challenges of change with the help of well thought out value based interventions.

On the basis of this study, certain features have very clearly and forcefully emerged, as follows:

1. Establishment of credibility of management’s intentions about the proposed change.

   Sincerity of purpose was never doubted even by those opposed to change.
2. Management had neither any hidden agenda nor indulged in manipulative practices or game playing. It had no ill will or revengeful attitude against anybody.

3. Management did not try to promote any particular group, maintained cordiality of relations even with adversaries, and tried to talk and convince everybody about the need for change.

4. People, inspite of differences of opinion, had developed respect for value based conduct of change leadership.

5. Havan/Puja, before the start of the negotiations, was psychologically very relevant and brought all such people together, with the change facilitator, whose values were similar. All these people developed trust in the change leadership for its value-based behaviour and played a positive and supporting role throughout the change process.

6. Inspite of Chairman’s emphasis on business goals rather than on organizational values, the change facilitator’s focus throughout remained on aligning various sources of energy in the organization through value-based conduct and which could finally bring about change.

7. Ultimately, it was the value-based positive elements within the union who paved the way for the settlement. Workmen finally listened to them only, rejecting the negative leadership, whose conduct was based on unethical values.

8. Those top management executives whose conduct was value based, enjoyed trust and respect. The union even agreed to accept the change facilitator as arbitrator on the points of dispute in the negotiations. On the other hand, those who demonstrated unethical values in their day-to-day behaviour, were not trusted.
9. Training initiatives, with proper integration of inputs with the change strategy, created awareness about the need for change; aligned various sources of energy; developed effective teams; evolved right attitudes and values; enhanced the level of motivation; and developed capabilities, competencies, and skills. The outside trainers were, however, found to be lacking the commitment to the long-term success of the change programme.

10. Core group’s team working demonstrated values like mutual trust, openness, self-restraint, and transparency. Members felt a sense of partnership, had faith in each other, behaved in a consistent and acceptable fashion and there was complete unity in its working.

11. Communication, which was authentic, honest, straightforward, with oneness of content and intent, and which was customized keeping in mind the psychology of the target groups, proved to be very effective in creating awareness about the need of and establishing the credibility of management’s intentions about change.

12. Neglecting the value of change during the change process, in view of short-term objectives, gave a serious setback to change efforts.

13. The top man (chairman) was fully behind the change efforts.

Based on these clearly observed features, it can safely be concluded from the present research study that:

Change happens only through people and we have got to find ways to engage the mind of every single employee and making him more valuable. The study provides substantive
data in support of the argument that no change is possible unless people in the organization enact and support it. For change to succeed, each individual must think, feel, contribute and do something different.

People are always guided by their emotions, feelings, aspirations, ambitions, fears, likes, dislikes, prejudices, biases etc. Change gives rise to emotions and, therefore, managing change requires managing employee feelings to generate positive response and emotions for the intended change.

The social system and the culture govern these feelings and emotions. The direction of Indian culture is primarily spiritual and family is the basic unit of social system. The basic learnings of the social system and the environment are so deeply ingrained in the form of habits, attitudes, and values that form part of worker’s expectations from the work environment, with which he could identify himself. No organization can expect its people to divorce themselves from their cultural behavioural expectations and conform to the practices that do not wholly gel with their expectations – operating in a certain socio-cultural environment, the organization has to adapt to it.

Additionally, the desired behaviours have to be inculcated and re-enforced through training amongst all those concerned with managing change at all levels so that they have the temperament, attitudes, and skills appropriate to the change strategies. These training programmes should not be off-the-shelf, routinistic ones; must be designed to meet the unique cultural and behavioural requirements of change; and must be conducted by such
skillful trainers who have the understanding of organizational culture, with commitment to the long-term success of the change programme.

Besides inculcating desired behaviours, successful organizational change depends on effective communication to employees – what the change is, how it will occur, and why the change was necessary. While communicating, we have to be honest and straightforward and our expression has to be true to our experience so as to establish credibility of our intentions about the proposed change. The message, in its simplest form, must come from those who are trusted by the target group and it has to be repeated through multiple forums, with people getting an opportunity to seek clarifications.

The inspirations and preferences of the person leading the change determine the way in which transformations evolve. His success depends on trust. It is authenticity and the character; his reliability and dependability, which create trust. In deciding whether or not to trust someone, we evaluate the person’s actions and behaviour, which is the sum total of his values, beliefs and personality. These values and beliefs, which represent his personality, are developed through certain spiritual qualities such as equanimity, love, forgiveness, humility, truthfulness, compassion, honesty, patience, self-control, unselfishness, sacrifice, integrity, and desireless action. These strong basic values are necessary to guide leadership behaviour. It is only the value-based behaviour of change leadership which creates trust and a set of positive beliefs, motivating people to extend willing support during the change process.
The value-based leadership, which is inspirational, honest, and trustworthy also provides purity of perception, clarity of vision, and effective decision-making capacity to the leader.

It is the internal moral consciousness which helps behave more honestly and spontaneously, for the good of all. This consciousness, part of universal consciousness-the divine - begins to manifest more and more when the mind becomes purer and more subtle. Manifestation increases as the purity of the mind increases. When it begins to manifest, life begins to be brightened.

This divine, within all of us, means perfection in knowledge, wisdom, infinite creativity, and power. Being potentially perfect, with immense potential power or energy, the purpose of life is to manifest this perfection within.

A leader has to work to realize that divinity within him, therefore, work is considered as duty for the unfoldment of spirit towards greater perfection and working for the good of all beings. The change leader, to bring the fullness of his being to his task needs the discipline of self-mastery to gain more and more access of his true nature and spontaneously receive creative thoughts. Living by inner truth is most important of all.

Unless the management skill is combined with a spiritual approach, combined with a state of mind which eschews the negative feelings, the imbalance that develops between
our thought, word and action and which also promotes that desireless action, it will not be possible for us to achieve success.

Similarly, the top man’s integrity and understanding of the needs of the change team are the critical variables for success of change efforts. While he has to be fully behind the change efforts, he must communicate with the change team in an open and honest manner, with total transparency, and without any game of manipulation and duplicity. His actions and words must match.

It is also important that the top man must create a sense of purpose by way of shaping and embedding in the company a set of shared values, which determine the rationale for which the organization exists. An ambition in terms of goals or targets is not enough. The goals will change as the world around us changes but the core values give an identity to the company and hold the organization together.

Any organization undergoing the process of change must not fall in the trap of holding on to its old ways of doing things. Day-to-day priorities or short-term objectives of any kind might distract the attention but the organization must be careful enough not to risk the change programme for such short-term gains. They have the potential of ruining the change programme and losing its credibility.

There is Chinese proverb that says “When you get to the top of the mountain, keep on climbing.” This is more than ever true today. The new complexities and possibilities
arising out of accelerating pace of change force us to decide and act for ourselves, creating our own destinies. The world can be good and pure, only if our lives are good and pure. Therefore, let us purify ourselves. Let us make ourselves perfect.

In this era, when organizational change is one of the most critical and complex problem, any research study done on the lines of present research study, would add to the knowledge and further insight and would be of great help to the academic and corporate world. The objective of these studies should be not so much to test or verify existing theories or hypotheses but to develop new ones, based on our own culture and ethos.