CHAPTER-III

HUMAN RESOURCE MANAGEMENT AND MANAGEMENT SYSTEM ALONGWITH OCTAPACE CONCEPTS

HUMAN RESOURCES:

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

In startup companies, HR's duties may be performed by a handful of trained professionals or even by non-HR personnel. In larger companies, an entire functional group is typically dedicated to the discipline, with staff specializing The process of defining HRM leads us to two different definitions. The first definition of HRM is that it is the process of managing people in organizations in a structured and thorough manner. This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management and taking care of exits from the company to round off the activities. This is the traditional definition of HRM which leads some experts to define it as a modern version of the Personnel Management function that was used earlier.33

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The second definition of HRM encompasses the management of people in organizations from a macro perspective i.e. managing people in the form of a collective relationship between management and employees. This approach focuses on the objectives and outcomes of the HRM function. What this means is that the HR function in contemporary organizations is concerned with the notions of people enabling, people development and focus on making the “employment relationship” fulfilling for both the management and employees.

These definitions emphasize the difference between Personnel Management as defined in the second paragraph and human resource management as described in the third paragraph. To put it in one sentence, personnel management is essentially “workforce” centered whereas human resource management is “resource” centered. The key difference is HRM in recent times is about fulfilling management objectives of providing and deploying people and a greater emphasis on planning, monitoring and control.

Whatever the definition we use the answer to the question as to “what is HRM?” is that it is all about people in organizations. No wonder that some MNC’s (Multinationals) call the HR managers as People Managers, People Enablers and the practice as people management. In the 21st century organizations, the HR manager or the people manager is no longer seen as someone who takes care of the activities described in the traditional way. In fact, most organizations have different departments dealing with Staffing, Payroll, and Retention etc. Instead, the HR manager is responsible for managing employee expectations vis-à-vis the management objectives and reconciling both to ensure employee fulfillment and realization of management objectives.  

**IMPORTANCE OF HRM FOR ORGANIZATIONAL SUCCESS**

The practice of HRM must be viewed through the prism of overall strategic goals for the organization instead of a standalone tint that takes a unit based or a micro approach. The idea here is to adopt a holistic perspective towards HRM that ensures that there are no piecemeal strategies and the HRM policy enmeshes itself fully with those of the

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organizational goals. For instance, if the training needs of the employees are simply met with perfunctory trainings on omnibus topics, the firm stands to lose not only from the time that the employees spend in training but also a loss of direction. Hence, the organization that takes its HRM policies seriously will ensure that training is based on focused and topical methods.  

In conclusion, the practice of HRM needs to be integrated with the overall strategy to ensure effective use of people and provide better returns to the organizations in terms of ROI (Return on Investment) for every rupee or dollar spent on them. Unless the HRM practice is designed in this way, the firms stand to lose from not utilizing people fully. And this does not bode well for the success of the organization.

**SCOPE OF HRM:**

The scope of HRM is extensive and far-reaching. Therefore, it is very difficult to define it concisely. However, we may classify the same under following heads:

**HRM in Personnel Management:**

This is typically direct manpower management that involves manpower planning, hiring (recruitment and selection), training and development, induction and orientation, transfer, promotion, compensation, layoff and retrenchment, employee productivity. The overall objective here is to ascertain individual growth, development and effectiveness which indirectly contribute to organizational development.

It also includes performance appraisal, developing new skills, disbursement of wages, incentives, allowances, traveling policies and procedures and other related courses of actions.

**HRM in Employee Welfare:**

This particular aspect of HRM deals with working conditions and amenities at workplace. This includes a wide array of responsibilities and services such as safety services, health services, welfare funds, social security and medical services. It also

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covers appointment of safety officers, making the environment worth working, eliminating workplace hazards, support by top management, job safety, safeguarding machinery, cleanliness, proper ventilation and lighting, sanitation, medical care, sickness benefits, employment injury benefits, personal injury benefits, maternity benefits, unemployment benefits and family benefits.

It also relates to supervision, employee counseling, establishing harmonious relationships with employees, education and training. Employee welfare is about determining employees’ real needs and fulfilling them with active participation of both management and employees. In addition to this, it also takes care of canteen facilities, crèches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.

**HRM in Industrial Relations:**

Since it is a highly sensitive area, it needs careful interactions with labor or employee unions, addressing their grievances and settling the disputes effectively in order to maintain peace and harmony in the organization. It is the art and science of understanding the employment (union-management) relations, joint consultation, disciplinary procedures, solving problems with mutual efforts, understanding human behavior and maintaining work relations, collective bargaining and settlement of disputes.

The main aim is to safeguarding the interest of employees by securing the highest level of understanding to the extent that does not leave a negative impact on organization. It is about establishing, growing and promoting industrial democracy to safeguard the interests of both employees and management.

The scope of HRM is extremely wide, thus, cannot be written concisely. However, for the sake of convenience and developing understanding about the subject, we divide it in three categories mentioned above.

Human resource management (HRM or simply HR) is the management of an organization’s workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also
overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company’s primary liaison with the employees’ representatives (usually a labor union). in various HR tasks and functional leadership engaging in strategic decision making across the business.  

**HUMAN RESOURCES DEVELOPMENT:**

Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management & development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

Organizations have many opportunities for human resources or employee development, both within and outside of the workplace.

Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or, Human Resource Development can be informal as in employee coaching by a manager. Healthy organizations believe in Human Resource Development and cover all of these bases.

**HRD in SBI & its Associates:**

The aim of HRD is to enable every member of the staff to work as part of an effective team; and to activate his potential with the objective of achieving the bank’s goal; also to enable him to derive self satisfaction through opportunities for personal growth.

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37 Source: http://humanresources.about.com/od/glossaryh/f/hr_development.htm
Human resource management project:

The bank is in the process of automating its HR processes with overall objective of gaining efficiency in its operations, and aligning the HR processes with business objectives. A new HRM solution is being implemented; it will handle all aspects of HRM, including payment of wages and salaries, CTC, performance management, training management, fixed assets etc. The bank has selected SAP-ERP-HRMS solution for this purpose for implementation across the state bank group.

The bank’s HRD policy:

HRD in the state bank is a continuous process, movement and direction to enable every individual (as a member of state bank team the state bank community) to realize and activate his potential so as to contribute to the achievement of the bank’s goals and derive satisfaction there from.

Staff suggestion scheme: suggestions from staff may be accepted in all areas of banking e.g. Technology, personnel staff service conditions etc products, customer service, cost control/reduction, profitability, efficiency, systems and procedures etc. all members of the staff can submit suggestions. There are 2 screening committees- one at LHO and other at corporate centre.

Staff empowerment: special assistants besides their normal duties will perform the duties relating to recovery of locker rent and updation of data in CBS at LCPCs from the account opening forms which includes creation of 2nd / 3rd CIFs, linkage of CIFs, creation of nominee, linkage of nominee, linkage of introducer, mode of operation etc.

Staff welfare activities: it includes-

- Canteens
- Scholarships for meritorious children
- Mutual welfare schemes
- Festival advance

38 SBI group promotion exams banking guide by G.S.Subramanian
• Customer loans
• Computer loan for staff
• Car loan
• Two wheelers
• Housing loan

MANAGEMENT SYSTEM:

1. There is a well defined system in the bank regarding decision making process.

2. Financial decisions are taken at various levels by different officials depending upon their positions and also through committee approach.

3. Centralized credit cells are being formed at certain centre for sanction of personal segment loans and loans under SIB segment.

4. Branches source the applications and forward them to the respective credit processing cells, for their consideration.

AUTHORISED BUSINESS OF SBI:

Section 33, state bank of India act lays down that the bank is authorized to carry on the business of banking as defined under S 6 of banking regulation act. RBI has permitted State Bank of India & its Associates to carry on the business of hire and purchase, leasing and factoring directly by themselves; the landings under each category should not exceed 10% of the net bank credit. Also, banks are permitted by RBI to carry on insurance business and recently pension management business through subsidiaries under this section.
CENTRALIZATION AND DECENTRALIZATION IN STATE BANK OF INDIA

- Regarding sanction of loans, each officer of the bank will consider loan proposals and take a decision in terms of the scheme of delegation of powers, on the merits of the proposals.
- If bank need to purchase any kind of equipment like computers or software branch managers are required to take permission from the high authority.
- So in terms of decision making centralization is high and low decentralization, managers have some power to take decision but it is very limited.
- SBI group banks have classified their advances to manufacturing industries, trade and commerce into the following types under various segments and sub segments:
  - Advances to SS industry
  - Advances to ancillary industry.
  - Advances to tiny industry.
  - Advances to village and cottage industry.
  - Advances to medium industry.
  - Advances to large industry.
  - Advances to small business units.
  - Advances to small scale services.

MBO (MANAGEMENT BY OBJECTIVES)

A process to improve the organizational effectiveness and organizational performance. Sometimes used as one of the OD intervention strategies.

"Management by objectives" is a successful philosophy of management. It replaces the traditional philosophy of "management by domination". It was made famous as an approach to planning by Peter F. Duckers in 1954 in his famous book "The practice of Management". During that time, only it has acquired momentum and of late, it has become a movement.
There are many such concepts as "Management by Results", "Goals, Management", "Work Planning and Review, Goals and Controls" and "Appraising by Results". These are similar in nature in spite of difference in the names. According to Howell, the concept of MBO has passed through different stages of management development such as:

- MBO for performance appraisal,
- MBO for integrating the individuals with the organization, and
- MBO for long range planning.

Management by objective has been defined as "a result centered, non-specialist, operational managerial process, for the effective utilization of material, physical and human resources of the organization, by integrating the individual with the organization and organization with the environment".39


![The Five-Step MBO Process](image)

Figure 3.1 The five step MBO process

In other words, MBO is a process by which managers at different levels and their subordinates work together in identifying goals and establishing objectives consistent
with the organizational goal and attaining them. Thus, MBO is not only an aid to planning but also a motivation factor.

When we come to see the various parts of culture we come to know that values come to be most important in it. Values are mentioned as unimaginative feelings nice and bad, good looking and not good looking, just conditions and unjust conditions, being practical or not. But values are those which cannot be expressed or analyzed directly but they can be adjudged by various behavioral patterns of the persons. Many authors think that whatever level the values are seen they are not just always complete but there are numerous unseen problems that are not realized under value instead the irregularities in behaviors are governed by them. It is sometime may called the iceberg example in management also. There is also a lot of difference between values at personal level and values at organizational level. All the values can be categorized work area level, type of work area level and the nation in which you are working that level. Well there are many other categorizations also depending upon the different perceptions of the thinker. Relationships of values with the organization is what that defines the depth of any organization culture properly. These level may coincide or not coincide with the levels of the employees and hence they either raise the consciousness or may dulls the charm of the employee for its organization at any level. A various studies are done in order to describes the more considerable points of organization culture and further those points are matched with the behavioral patterns of the employees. The desire of some self inspired traits may also distorts the organization culture.

Many of the thinkers with intensive study has come to some points which describes the 12 set of organizational values: these were:

- Power
- Elitism
- Reward
- Effectiveness
- Efficiency
- Economy
• Fairness
• Teamwork
• Law and order
• Defense
• Competitiveness and
• Opportunity

But despite various problems and many hindrances and hidden problems we can see that whether it is the previous years of retaining and understanding the culture or in today’s scenario the organization culture is always dominating factor and still shares the same myths and changing patterns. Many thinkers like Adler, Schein and Hofstede and others have given emphasize on the difference between organizational climate and organizational culture and their relevancy with the managerial activities. Although the concept of climate touches the culture but it is still very apart from culture. Climate may be described as after aura with which an organization deals and make certain rules and regulations and hence develops from culture only. But organization culture is very broad concept that sometimes become out of control to the management people as culture creates simultaneously with various levels and perceptions of mind. And adjusting these values may sometimes may referred to climatic conditions. But to match these conditions together and gives a distinction between manageable culture and climate is referred as good managerial values which a person with strong cultural ethics can do. Factors like good institutional knowledge, good length of job, activeness, various other attitudinal and behavioral skills can be of great support in describing a leadership values those can hold cultures for good support. But today whether one has to work in private sector or government institution the balance of culture, climate and values should be perfectly matched so as to attain the balance of work life in an organization. The balance of three of the forces give the effectiveness to the every prospect of the organization. But when we come to the practical approach of certain points as mentioned above we will find that effectiveness cannot be measured the balance between culture and climate is lost. So in order to get the practical and proof results the values should be properly correlated with culture and climate.
OCTAPAC CULTURE: BY T.V.RAO

OCTAPACE was developed by Professor T V Rao. It stands for Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. These values help in fostering a climate of continuous development of employees in an organization. An optimal level of these values is essential for facilitating HRD. The elements of OCTAPACE are as follows:

- **Openness**: An environment where employees feel free to express their ideas and the willingness of the organization to take risks and to experiment with new ideas and new ways of doing things.

- **Confrontation**: Employees face the problems and work jointly with others concerned to find its solution. They face the issues squarely without hiding them or avoiding them for fear of hurting each other.

- **Trust**: The extent to which employees individually and in groups trust each other and can be relied upon to do whatever they say they will do.

- **Authenticity**: The willingness of a person to acknowledge the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons.

- **Proaction**: Employees are action-oriented, willing to take initiative and to show a high degree of proactivity. They anticipate the issues and act or respond to the needs of the future.

- **Autonomy**: The willingness to use power without fear, and helping others to do the have freedom to act independently within the boundaries imposed by their role/job.

- **Collaboration**: This involves working together and using one another’s strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action and implement them together.

- **Experimentation**: This involves emphasis given to innovation and trying out new ways of dealing with the problems in the organization.

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Four Cornerstones of HRD, OCTAPCE Culture

Rao T V (2003) has stated that when the OCTAPACE values are present in the following combinations, organizations benefit more. The combinations are:

- Openness and Confrontation
- Autonomy and Collaboration
- Trust and Authenticity
- Proaction and Experimentation.

Rao elaborated that if these values were practiced in an organization; they become a part of life and are likely to get the best out of people at work.

Studies of organizational culture are continuously increasing. Such studies have used different terminologies and the same terms used with separate meanings. It is necessary to clarify some of the terms and terminologies, so that they can be used properly. The various terms used in the context of organizational culture are as - the values, the ethics, the beliefs, the ethos, the climate of the organization, the environment of the organization etc. The value of the organization, the beliefs, attitudes and norms are the interrelated. Interaction between the beliefs and values results in attitude formation (attitudes = beliefs x values) and then produces the norms. Ethics are the normative aspects to what is socially desirable. The culture related concepts can also be seen as the multi-level concepts. The (first level) are the values, which give distinct identity to a group. This is ethos of the group. As per the dictionary ethos means - "the fundamental/basic characters or spirit of a culture - dominant assumptions of a people or period".

The second level concept is climate, which can be defined as the perceived attributes of an organization and its subsystem as reflected in the way it deals with its members, group & issues. The basic is emphasis on the perceived attributes and the working of the sub-systems. The third level concept relates to the atmosphere, the effect of climate.

The fourth concept is culture - the cumulative beliefs, values and assumptions underlying transaction with nature, an important phenomena, as reflected in artifacts, rituals etc. The culture is reflected in the ways adopted to deal with basic phenomena.

Value:
The ethos of any organization can be defined as underlying spirit of character of an entity or group and is made up of its beliefs. Studies of organizational culture are continuously increasing. Such studies have used different terminologies and the same terms used with separate meanings. It is necessary to clarify some of the terms and terminologies, so that they can be used properly. The various terms used in the context of organizational culture are as - the values, the ethics, the beliefs, the ethos, the climate of the organization, the environment of the organization etc. The value of the organization, the beliefs, attitudes and norms are the interrelated. Interaction between the beliefs and values results in attitude formation (attitudes = beliefs x values) and then produces the norms. Ethics are the normative aspects to what is socially desirable. The culture related concepts can also be seen as the multi-level concepts. The (first level) are the values, which give distinct identity to a group. This is ethos of the group. As per the dictionary ethos means - "the fundamental/basic characters or spirit of a culture - dominant assumptions of a people or period".

The second level concept is climate, which can be defined as the perceived attributes of an organization and its subsystem as reflected in the way it deals with its members, group & issues. The basic is emphasis on the perceived attributes and the working of the sub-systems. The third level concept relates customs or practices. At the base of ethos are core values of any organization. The eight important basic values or ethos are as - openness, confrontation, trust, authenticity, proaction, autonomy, collaboration and experimentation. The coined term OCTAPACE is a very meaningful and it shows - eight means Octa and pace means steps and thus, together means the functional ethos of any organization.

Briefly, the ethos will be explained now-what does ethos means, how these are used in any organization and what are the indicators to show the organizational ethos.41

Openness:

Openness can be defined as spontaneous of expression of feelings and thoughts, and sharing of these without defensiveness. Openness is in both directions receiving and

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41 HRD instruments by Dr. Udai Pareek, 2nd Edition, Pg 664-667.
giving. Both of these may be related to ideas (the suggestions too), feedback (including criticism) and feelings. We can consider one example i.e. openness means receiving without reservation and taking steps to encourage more feedback and suggestions from the clients, the customers, colleagues and others of an organization. Similarly openness means giving without any hitch, ideas information’s, feedbacks and feelings. Openness also means the spatial openness in the terms of entry into or accessibility. The E-mail service may be a step in this direction, messages stored in the computers can be accessed anytime as and when required. The new offices and buildings without the dividing walls or rooms being formed are symbolic and supporting openness in organization. In many organizations, the MD/CEO does not have any separate room or cabin so as to support openness in the organization. The same floor without any divisions are shared by all employees in the organization this also create an atmosphere of openness in the organization. This way of sharing the same floor helps in free flow of organizational communication. This encourages greater clarity of organizational objectives and better interaction among the employees of the organization. As a result of openness, there should be more unbiased performance feedback systems. Things which indicate openness in an organization are more productive meetings and improved implementation of systems & innovations. the comparative openness in the system should influence the design of HRS. Organizations can be classified in continuum from completely open to completely close. No organ may be on the two extremes of the continuum. However, they will tend to be towards one or the other end. The degree of openness of the organ will be an imp factor in determining the nature of the various dimensions of HRD being designed, as well as the way in which these dimensions should be introduced. organ which are fairly open may start with several confronting designs of HRS.

Conclusion of openness:

- Employees feel free to express their ideas and the organization is willing to take risks and experiment with new ideas and the new way of doing the things.
- The degree of openness of the organization is an important factor in determining the nature of various dimensions of HRD being designed.

Confrontation:
Confrontation can be defined in many ways but the standard one is facing any organizational problem rather shying away from the problem. It also implies deeper analysis of the interpersonal problems. All these means productively taking up the challenges. This term confrontation is being used with some reservation and it means putting up a front as contrasted with putting one's back (escaping) to the problem. A better team would be confrontation and exploration, this means facing an organizational problem and working together with the organizational members to find a solution to the organizational problems. The basic result of confrontation is better clarity of roles of the members of the organization, improved problem solving, and willingness to deal with the organizational problems in a productive ways. The teams and the groups of the organization will work, discuss and resolve sensitive issues. This term is used in relation to problem putting the front rather than the back to escaping the problems. A better term would be confrontation exploration that implies facing a problem and working jointly with other concerned to find its solution. If an organization encourages people to recognize a problem, bring it to people concerned, explore with them to under it and search possible ways of dealing with it.

Conclusion of confrontation:

- A bold challenge.
- Employees face the problems and work jointly with others concerned to find its solution.
- They face the issues squarely without hiding them or avoiding them for fear of hurting each other.

Trust:

Trust means belief and dependency. It means the maintenance of confidentiality of information shared by others, and not misusing it. An assurance that others will help when required and will honor mutual commitments and obligations. Trust is very important ingredient in the institutions building method. The outcome of trust in an organization is empathy improved timely support, reduced stress levels, reductions and simplifications of the procedures and processes of the organization. Reduced paper work
in the organization effective delegation and more output. If the level of trust is low, the various dimensions of HRS are likely to be seen with suspicion and therefore the credibility of the system may go down. In such a case the system if introduced may become a vital and cease to perform the main functions for which it meant.

Conclusion of trust:

• A minimum level of trust may be deemed necessary for the introduction of the performance appraisal system and other elements of HRD.
• Employees department and groups trust each other and can be relied upon to do whatever they say they will.

Authenticity:

Authenticity is the congruence between what one feels, says and does. Authentic is close to openness. The basic outcome of authenticity in an organization is reduced distorted organizational communication. How much truth and correct facts contained in the information.

Conclusion of Authenticity:

• It is the value underlying the trust.
• It is the feelings of a person to acknowledge he/she has and accept himself/herself as well as others who relate to him/her as persons.

Proaction:

Proaction means taking the initiative, preplanning and taking preventive action and calculating payoffs of an alternative course of action to solve the organizational problem. The term proact means act before and is the opposite of react which means action afterwards. In reaction, we do the action after something has happened but in the proaction the action is taken before hand to avoid same organizational mishappenings. When anyone shouts back at his friend's accusation, he shows a reactive action or behavior. But if the same person does not shout but responds calmly and suggests that
they should discuss the problem together, he is showing proactive behavior. This is a better way than reaction to deal with an organizational problem. Proactiveness gives initiative to the person to start a new process or set forward a new set of behavior. Proactivity involves unusual behavior. In this sense proactivity means freeing oneself from, and taking action beyond immediate concern. An organizational member acting proactively functions at all the three levels of feeling, thinking and action.

At the Feeling Level:

The organizational member transcends his role boundary and sees things from the point of view of the other role sender. This is empathy. Others ideas and feelings are appreciated (understands even one does not agree) and is able to feel the other person fully. This also means that logics and reasoning are transcended and the feelings are understood and felt. All such activities acquire new meanings.

At the thinking level:

The person's most quick and immediate feelings and emotions are transcended and reasons to understand a problem. Time must transcend and thinks of the future, judge the individual events, see a pattern which may lead to a fully independent action theory.

At the action level:

At this level proactivity means transcending the immediate cause or it can be said as taking proper initiative. There are basically some in which this can be done—one way is by looking for the causes of a problem, finding different modes to solve the organizational problem then activating or initiating a new process that is exploring some new means to control the situation. Proactiveness means not being controlled by but controlling organizational situations or to make a totally new move in the problem solving method. Proactiveness thus, indicates a high level of maturity in action and this can be encouraged a lot at the individual levels, group levels and the organizational levels too.
The result of higher proactivity is more initiative in anticipating problems/issues, planning, strategy development, faster responses, international processing information about the competitors, the market existing, the collaborators, raw material etc. As a result of all these as early detection of problems, detailed planning for future, analysis of successes and failures, reduction in surprises, improved time management, reduction in the emergency meetings in the organizations and with the clients and customers, will to enter in new areas of work, timely reducing of unprofitable

Conclusion of Proaction:

- Actively thinking in advance.
- Employees are action oriented, willing to take initiative.
- They anticipate issues and act or respond to the needs of the future able business, all such things can also be used as the indicators of proaction, including better capital management.

Autonomy:

Autonomy means freedom and liberty to act. Autonomy is using and giving freedom to plan and act-in-one's own area in the organization. This means giving value and encouraging individual/group and role autonomy. This developmental respect and inner qualities of the employees of the organization. The employees will feel free to take new responsibilities, individual and group initiatives and better succession planning. The effective/corrective delegation of powers in the organization and less help of the seniors in any organizational activity is the indicator that autonomy is there in the organization. Individual leadership develops a lot too.

Conclusion of Autonomy:

- It is the willingness to use power without fear and helping others to do the same.
- Employees have some freedom to act independently within the boundary imposed by job.
Collaboration:

Working in groups and teams in any organization is called the collaboration. Collaboration means providing help to and asking for help from others or working together in any organization. To solve organizational problems together with a common team spirit. The results of collaboration are providing timely help, productive teamwork, sharing of experiences, improved communication and improved resource sharing. The indicators of collaboration is productive reports, involvement of staff, more joint decisions, better use of all the organizational resources and higher quality of works in the organization.

Conclusion of Collaboration:

- It involves working together and using one another’s strength for a common use.
- Individuals instead of solving their problems by themselves share their concerns with one another and prepare strategies, work out plans of action and implement them together.

Experimenting:

In nutshell, it means working with new and innovative ideas. Using and encouraging innovative approaches to solve the organizational problems, using feedback system at different levels of the organization for improving taking a new look at things and motivating innovativeness in the organization. Generally the ways used and tested are used again and again as people do not want to take risk by using new ways and means. These save time and energy but we remain totally innocent about using new ways. This can have competitive disadvantages. New and complex organizational problems need new ways to solve them and get fruitful results.

Organizational learning is new concept and very much required to adjust with the present trend of changing business environment. The basic principle of organizational learning’s to use new ways to solve the organizational problems and does not imply repetitive action. This can be termed as creating other terminologies used they are as innovations,
new approaches to organizational problems etc. All the above convey the same meaning. There are several ways to show creativity in an organization. Creativity in organization means new productive suggestions by the employees so that organizational working can be improved upon, trying out new ideas to which one has been subjected in the organization, innovation of new methods in the company and thinking from a new angle to solve any organizational problem. Lateral thinking is very close to experimentation which means to generate alternatives to deal with the organizational targets and objectives. Thus, when experimentation is being used then new products are developed, new methods/processes are being used and the direction of organizational thinking changes a lot. If properly monitored on the basis of feedback. This will generate competitive advantages for the organization. More the work pressure in the organization, the less will the courage to take risk by using new methods of working. But complicated organizational problems when not solved by traditional methods then new methods are to be adopted.

Conclusion of experimentation:

- Experimenting as a value emphasizes the importance given to innovation and try out new ways of dealing problem in an organization.

### ORGANISATIONAL ETHOS OR CORE VALUES:

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<td>Openness</td>
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<td>2</td>
<td>Confrontation</td>
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<td>3</td>
<td>Trust</td>
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<td>4</td>
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Table 3.1 Indicators of Organizational Ethos

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<th>Autonomy</th>
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<th>Experimentation / Experimenting</th>
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The ethos is positive and featured by the eight values of OCTAPACE. The respective opposite poles of the eight values are as - closed for openness, avoidance for confrontation, suspicion for trust, manipulation for authenticity, inertia for proaction, role boundness for autonomy, conflicts for collaboration, and safe playing for experimentation.
The primary data collected on the basis of OCTAPACE questionnaire. The questionnaire contains 40 questions. To make the scoring easier, an answer sheet was provided. The octapace ethos are especially important at the stage of implementing change in an organization. In the conclusion, the internal laws and the octapace ethos. The octapace ethos promotes and is reinforced by extension climate, trust promotes organizational learning, but the OCTAPACE ethos are critical mainly in the implementation phase. There are findings but need further detailed study and explorations.

Uses of all these instruments: The instruments can be used by the human resources professionals of the organizations and the OD expert’s professionals of the organizations and improve / increase the openness creativity and collaborations. Some of the steps have been tried in some of the organizations are as -

- All these done after the targeted organizational members responded to the instruments, the subject sample were introduced with the definitions of the eight values or the organizational ethos. Then they worked in different groups so that the profiles of the organizational ethos in the terms of low, medium or high ethos. Octapace profiling done and scores noted. The profile of the subject organization prepared from the scores of octapace then all such scores were distributed to the various groups of the organization. The various features of the octapace are compared and discussed about their improvement.

- The weak aspects of the organizational profiles were used for proper action planning. The weak aspects of the organizational values are put forth and then analyzed so that the weak ethos can be improved in the organization.

- The selected persons of the OD group prepare the actual action plans and form specific plans to upgrade the organizational ethos. They keenly observe the whole process. The positive energies are increased and the negative energies are reduced so as to improve the organizational ethos.

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42 Training Instruments in HRD & OD, 2nd Edition by Dr. Uday Pareek, Pg. 795-796.
• After few months the OD group reviews the improvements of the organizational culture and evaluates the specific execution plans of the organization.
• The individual and the group relations are improved too by the means of this process.

ORGANIZATION DEVELOPMENT (OD):

In this research work the organizational culture and the core values and ethos will be subjected to OD interventions and then it will be analyzed to see if there are any changes or not. So, in the first step it is very essential to know what “ORGANISATIONAL DEVELOPMENT” is.

Various experts, managers and writers defined OD in different ways. Waren G. Bennis defines OD as "Complex educational strategy intended to change the beliefs, attitudes, values and structure of the organization so that they can better adapt to the new technologies, markets and challenges and the dizzying rate of change itself".

Dale S. Beach defines OD as "A complex educational strategy designed to increase organizational effectiveness and wealth through planned interventions by a consultant using theories & techniques of applied behavioral science".

Wendell L. French and Cecil H. Bell define OD as “a long range efforts to improve an organization’s problem solving and renewal process particularly through a more effective and collaborative management of the organizational culture with special emphasis on the culture of formal work teams - with the help of a change agent or a catalyst and use of theory and technology of applied behavioral science including the action research".43

From all the above mentioned definitions, it is crystal clear that OD emerged as the response to the needs of various organizations. Shortage of developmental programmers and the rapid changing business environment gave birth to OD too. All the above mentioned definitions - further indicate that OD is a big thing and it includes

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43 Dale S. Beach, Op. Chit (P. 426)
management development and training as the sub-systems. The basic aim of OD to change the whole organization but stepwise and more difficult is to change the organizational culture of the organization. The OD is a part of social sciences only. It gets ideas to change the organizations from various subjects like sociology, economics, psychology and anthropology. Both theory and research works are done to implement the OD interventions. OD aims at increasing organizational effectiveness, organizational culture (ethos) and climate improvement too.

Characteristics of Organizational Development (OD):

Detailed and in-depth study of all the concepts of OD and related facts reveal the below mentioned features of organizational development.

- OD focuses on the whole organization to assure that all parts of the organization are very well coordinated.
- It is very much concerned with the inter-relation and interaction among its various sub-systems as it utilizes the system model.
- The process of OD uses generally one or more agents of change who starts, stimulates and co-ordinate the change within a group of a team. Some of the organization uses the external agents for change in their organization but some of the organization uses their own agents of change in the organization.
- The basic purpose of OD is to solve the problem/problems faced by the organization rather merely discussing the problem/problems.
- The process of OD emphasizes learning by experience. The participants are expected to learn by experience only.
- The groups and teams in OD are given more importance. OD uses the group processes in problem solving like intergroup conflicts, collaboration, co-operation and group discussions.
- The OD process provides feedback data and information to all the participants.
- OD is based on research process as most of its interventions are based on the basis of research findings.
- OD is a long-term process to improve the complete organizational effectiveness.
Values connected with ODM i.e. Organizational Development Movement:

The ODM process contains different professional professionals such as behavioral researchers, consultants, business executives, CEO etc. There are different types of values in this process of ODM. The dominant ones are explained below:

- People are basically good: ODM believes the assumptions of theory Y of McGregor. As such it emphasizes supportive and creative opportunities for the growth. Self-control and personal responsibility are to be provided to the employees in the organization rather than using controls and punishments.

- Need for Confirmation and Support: Every new employees needs confirmation and the support of others. He/she is conditioned to believe that no news is good news as he may be afraid of the negative aspects of the support and security. The new employees have to be taken into confidence invited to the work place and allowed to discuss his personal and professional matters.

- Acceptance of the differences among the people: People have got different backgrounds, experiences, opinions, ideas, views and etc. The organization is benefitted by the differences in the background, personalities and views of the employees.

- Expression of the feelings and emotions: Allow all the organizational members to be rational to express their feelings, sentiments, emotions, anger or tenderness. The full range of expression of feelings. The full range of expression of feelings results in the motivation, commitment, dedication and creative ability. The people may be allowed to show their anger, emotions and exhilaration.

- Authenticity, Openness and Directness: Most of the people show duplicity tell incomplete truth and mask their real/true motives. Such activities stop the growth of individuals and the productivity as the resources are misused and misdirected in this process.

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OB, LM Prasad 2008, Sultan Chand & Sons, Pg. 637.
• Fostering Co-operation: Some believe in the rule of divide and manage. Thus win-lose competition for various benefits are encouraged. This is not effective for the organization. One should try and create co-operation among all the employees and increase their effectiveness.

• Giving Proper Attention: Attention has to be given not only in the start but also in the later stage too.

• Confrontation of Organizational Conflicts: Some suppress the organizational conflicts. This has got long-run effect on the employee morale. To find out the root cause and to find productive solution of the conflicts are required.

• Role of Organization Development: OD is a long term strategy for organizational change plays key role in the organizational improvement.45 The below mentioned are the results of OD.

- To place emphasis on humanistic values and goals consistent with these values.
- Treat each human as a complex person and with complex set of needs important in his work and his life.
- To raise the level of trust and mutual emotional support along with all the organizational members.
- To raise the level of enthusiasm and personal-satisfaction at all levels of the organization.
- To raise / increase the level of group and self-responsibility in planning and execution of plans.
- To develop better openness of communications in all directions in the organization-vertically, horizontally and laterally.
- To create an environment in the organization in which the authority assigned role is augmented by authority based on knowledge and skills of the organizational members.

THE PROCESS OF ORGANISATIONAL DEVELOPMENT:

OD is a process of changing people, climate, culture and other related aspects of an organization. This contains sub processes or steps.46 The steps are as –

• Problem Identification and Diagnosis :
  OD starts by identifying the organizational problem, analyzing various symptoms both overt and covert. Diagnosis gives correct identification of the organizational problem. Analysis brings the identification of the organizational environment that has caused the problems.

• Planning Strategy for Change :
  After the problems been diagnosed, the strategy of change is decided. The theoretical diagnosis is transformed in to action plan consultants whether from outside or from within the organization is decided. Planning and implementation of change are interdependent.

• Intervening in the system :
  This means implementing of the planned activities in the organizational OD process. The change agent can be external, internal or both. Interventions are as-training, education, laboratory training, process consultation, team/group development etc.

• Evaluation :
  Correct evaluating of the complete OD process so as to take suitable follow up action. Data gathering is a part of this process as on the basis of those data evaluation will be done and continuous and suggestion of OD for future will be decided.

Action Research Model of OD:

The whole OD can be presented in form of action research model.

Action Research: "Action research is the process of systematically collecting research data about the ongoing system relative to some objective, goal or need of that system,

feeding these data back into the system; taking action by altering selected variables within the system based on the data and on the hypothesis; and evaluating the results of actions by collecting more data".47

Figure 3.3 Action Research Model of OD

WHY DO OD?

- *Human resources* -- our people -- may be a large fraction of our costs of doing business. They certainly can make the difference between organizational success and failure. We better know how to manage them.

- *Changing nature of the workplace.* Our workers today want feedback on their performance, a sense of accomplishment, feelings of value and worth, and commitment to social responsibility. They need to be more efficient, to improve their time management. And, of course, if we are to continue doing more work with less people, we need to make our processes more efficient.

- *Global markets.* Our environments are changing, and our organizations must also change to survive and prosper. We need to be more responsible to and develop closer partnerships with our customers. We must change to survive, and we argue that we should attack the problems, not the symptoms, in a systematic, planned, humane manner.

- *Accelerated rate of change.* Taking an open-systems approach, we can easily identify the competitions on an international scale for people, capital, physical resources, and information.

WHO DOES OD?

To be successful, OD must have the buy-in, ownership, and involvement of all stakeholders, not just of the employees throughout the organization. OD is usually facilitated by change agents -- people or teams that have the responsibility for initiating and managing the change effort. These change agents may be either employees of the organization (internal consultants) or people from outside the organization (external consultants.)\(^48\)

\(^{48}\) http://www.slideshare.net/surabhi786/od-interventions-and-their-implications
Effective change requires leadership with knowledge, and experience in change management. We strongly recommend that external or internal consultants be used, preferably a combination of both. ("These people are professionals; don't try this at home.")

Bennis (2) notes that "external consultants can manage to affect ... the power structure in a way that most internal change agents cannot." Since experts from outside are less subject to the politics and motivations found within the organization, they can be more effective in facilitating significant and meaningful changes.

WHEN IS AN ORGANIZATION READY FOR OD?

There is a formula, attributed to David Gleicher (3, 4), which we can use to decide if an organization is ready for change:

\[ \text{Dissatisfaction} \times \text{Vision} \times \text{First Steps} > \text{Resistance to Change} \]

This means that three components must all be present to overcome the resistance to change in an organization: Dissatisfaction with the present situation, a vision of what is possible in the future, and achievable first steps towards reaching this vision. If any of the three is zero or near zero, the product will also be zero or near zero and the resistance to change will dominate.

We use this model as an easy, quick diagnostic aid to decide if change is possible. OD can bring approaches to the organization that will enable these three components to surface, so we can begin the process of change.

OD INTERVENTIONS\(^{49}\)

What is an OD Intervention?

\(^{49}\) http://en.wikipedia.org/wiki/Organization_development
The term Intervention refers to a set of sequenced, planned actions or events intended to help an organization to increase its effectiveness. Interventions purposely disrupt the status quo they are deliberate attempts to change an organization or sub-unit toward a different and more effective state.

**Criteria for Effective Interventions**

In OD three major criteria define the effectiveness of an intervention:

A. The Extent to Which it (the Intervention) fits the needs of the organization.
B. The degree to which it is based on causal knowledge of intended outcomes.
C. The extent to which the OD intervention transfers change-management competence to organization members.

**Factors That Impact the Success of OD Interventions**

I. Factors relating to Change Situation:

These relate to the environment of the organization and include the physical and human environment.

1. Readiness for Change: Intervention success depends heavily on the organization being ready for planned change.
2. Capability to Change: Managing planned change requires particular knowledge and skills including the ability to motivate change, to lead change, to develop political support, to manage transition, and to sustain momentum.
3. Cultural Context: The national culture within which an organization is embedded can exert a powerful influence on members’ reactions to change, and so intervention design must account for the cultural values and assumptions held by organization members.

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50 http://www.slideshare.net/surabhi786/od-interventions-and-their-implications
4. Capabilities of the Change Agent (OD Consultant): The success of OD interventions depend to a great extent on the expertise, experience and talents of the consultant.

II. Factors Related to the Target of Change:

These relate to the specific targets at which OD interventions are targeted. The targets of change can be different issues of the organization and at different levels.

A. Organizational Issues

1. Strategic Issues: Strategic issues refer to major decisions of organizations such as what products or services to offer, which markets to serve, mergers, acquisitions, expansions, etc.
2. Technology and Structure Issues: These refer to issues relating to how organizations divide their work amongst departments and how they coordinate between departments.
3. Human Resource Issues: These issues are concerned with attracting competent people to the organization, setting goals for them, appraising and rewarding their performance, and ensuring that they develop their careers and manage stress.
4. Human Process Issues: These issues have to do with social processes occurring among organization members, such as communication, decision-making, leadership, and group dynamics.

B. Organizational Levels

OD interventions are aimed at different levels of the organization: individual, group, organization and trans-organization (for example different offices of the organization around the globe; or between organization and its suppliers, customers, etc.)
Organizational Developmental Interventions

"Interventions" are principal learning processes in the "action" stage of organization development. Interventions are structured activities used individually or in combination by the members of a client system to improve their social or task performance. They may be introduced by a change agent as part of an improvement program, or they may be used by the client following a program to check on the state of the organization's health, or to effect necessary changes in its own behavior. "Structured activities" mean such diverse procedures as experiential exercises, questionnaires, attitude surveys, interviews, relevant group discussions, and even lunchtime meetings between the change agent and a member of the client organization. Every action that influences an organization's improvement program in a change agent-client system relationship can be said to be an intervention.

There are many possible intervention strategies from which to choose. Several assumptions about the nature and functioning of organizations are made in the choice of a particular strategy. Beckhard lists six such assumptions:

The basic building blocks of an organization are groups (teams). Therefore, the basic units of change are groups, not individuals.

An always relevant change goal is the reduction of inappropriate competition between parts of the organization and the development of a more collaborative condition.

Decision making in a healthy organization is located where the information sources are, rather than in a particular role or level of hierarchy.

Organizations, subunits of organizations, and individuals continuously manage their affairs against goals. Controls are interim measurements, not the basis of managerial strategy. One goal of a healthy organization is to develop generally open communication, mutual trust, and confidence between and across levels.

People support what they help create. People affected by a change must be allowed active participation and a sense of ownership in the planning and conduct of the change.
Interventions range from those designed to improve the effectiveness of individuals through those designed to deal with teams and groups, intergroup relations, and the total organization. There are interventions that focus on task issues (what people do), and those that focus on process issues (how people go about doing it). Finally, interventions may be roughly classified according to which change mechanism they tend to emphasize: for example, feedback, awareness of changing cultural norms, interaction and communication, conflict, and education through either new knowledge or skill practice.

One of the most difficult tasks confronting the change agent is to help create in the client system a safe climate for learning and change. In a favorable climate, human learning builds on itself and continues indefinitely during man's lifetime. Out of new behavior, new dilemmas and problems emerge as the spiral continues upward to new levels. In an unfavorable climate, in contrast, learning is far less certain, and in an atmosphere of psychological threat, it often stops altogether. Unfreezing old ways can be inhibited in organizations because the climate makes employees feel that it is inappropriate to reveal true feelings, even though such revelations could be constructive. In an inhibited atmosphere, therefore, necessary feedback is not available. Also, trying out new ways may be viewed as risky because it violates established norms. Such an organization may also be constrained because of the law of systems: If one part changes, other parts will become involved. Hence, it is easier to maintain the status quo.

Hierarchical authority, specialization, span of control, and other characteristics of formal systems also discourage experimentation.

The change agent must address himself to all of these hazards and obstacles. Some of the things which will help him are:

- A real need in the client system to change
- Genuine support from management
- Setting a personal example: listening, supporting behavior
- A sound background in the behavioral sciences
• A working knowledge of systems theory

A belief in man as a rational, self-educating being fully capable of learning better ways to do things.

A few examples of interventions include team building, coaching, Large Group Interventions, mentoring, performance appraisal, downsizing, TQM, and leadership development.

Interventions or interferences in context of growing of an organization is like a series of activities and holds the sequence of tasks that are related directly or non directly in any organization i.e. the tasks which can be performed by anyone for the successful growth of the organization.

There are many kind of interventions. some of the interferences are made and merged as one in order to build a good team, performing tasks in a group, process of having later responses, induction and awareness programmes, activities of technical and survey based, counseling anything, the grid of management, spiritual and discussion activities, coaching and mentoring, planning in order to make goals.

1) Process of having later responses: in this well mannered responses are taken in order to move the buzz. Responses from consumers, employees, peers or everyone are included in this process. It is of great importance and tells the reality of the ongoing processes. This process analyze different attitudes and can check them through various levels of communications whether formal, informal, grapevine or any, types of leadership and its traits or influencing any decisions. The process finally concluded by such manner is always authenticated. And a final report of that attitude is prepared and concluded under a group. Also the various new facts are shared upon by this. Generally new analysis is related to the realms of the old ones. Various solutions are also concluded at the end of the stage to find better approaches. The process of having later responses gathering data, taking feedback, making new visions and approaching to achieve them. Therefore this process should be done genuinely and correctly in order to get results.
2) Grid of Management: Robert blake & Jne S mounton move forward to follow up this method. In order to manage people this practical approach has been created. a broad range of planned activities has been analyzed and various plans should be created. Many a technical and effective styles followed in the whole process. All the members are also included to get the right support and correct dimensions. The whole grid makes the process effective by its application.

3) Build a good team: in order to have convenience floe of getting work go the employees should be adjoined and performances should be done collectively. Any organization is a good shelter to create and getting functioned these groups. Various new and self manipulated processes are carried out by these groups in order to get the desired results.. development of organization says that imbibing great deal of positive values and good energy is the constitutional factor of moving these group activities. To get a good results in any organization good teams must be formed. These groups may be of temporary or permanent in the nature. The tasks performed by them are maintaining relationships in the organization, handling processes in organization, focusing on substantial process, maintaining relationships among the employees, etc. honesty and dareness may lead to desired results here. The process moves on by maintaining the personal and professional opinion of everyone and than finding good results after matching the two.

4) Training the grey areas: this is very hidden and secretive type of training in which formal process is done and that too people may or may not aware about it. It is done by collecting good amount of people and doing an experiment on them. No rules and procedures are maintained for it. It is the series of action by the people, of the people and for the people. In order to have good understanding of people, having their worth for each other, to develop positive behaving skills, and to get through genuine approach of working with each other this trying on experimental base is done.
The main aim of this training is the articulation effects of the teams as it helps in soothing expressions of people with each other. A new gossiping and expressing phenomenon is formed

5) Managing four systems: managing four systems that are extremely helpful to understand interventions style. These styles are those traits of people by which they can be dealt with and their type of personality also can be described and analyzed from it. These styles are given by Likert, they are

- Aggressive and self ruled
- Daring and self ruled
- Sharer and free style
- Mixing and free style

Thus by applying these four styles of management which can help make an organization a better system are the ones that truly defines what type of culture may be benevolent in an organization. Moreover the main three basic ideas on which this styles put their stress upon are:

- Supporting each other in an organization
- Discussing in the groups and having styles of managing and handling each other
- Putting stress on high end goals in an organization

6) Management by Objectives: put upon by Peter Drucker it is that concept of organization by which by which management is more effectively imbibed in the employees and the concerned persons are taught the objectives in a more clear way, later also evaluating those objectives and getting them done right after proper oriented system with learning preventive actions for them. Many good and worthed philosophies of various thinkers adjoined and refined collectively and aiming high at one mission may synthesize the proper aim of MBO. With MBO all the persons are grounded under one roof and set the objectives for future and
than plan and execute them. But execution really be helpful and successful only when MBO be understood and implemented rightly.

7) Viewing a process: it is said to be that part of process by which the counselors may help employees to get a clear view of the environment they are working in and act upon the situation of that environment amicably. The main centre of concentration of this consulting process is to assist in the activities like role of being a leader, formal and informal communication. Many a important processes like developing relationships, having good contacts, right ways of working and behaving in an organization and properly analyzing the situations. By having such type of interruptions and improvement in every process the overall look of the organization and culture of employees can be changed. Benefits can be achieved by more adhesiveness towards each other.

8) Practical approach: by seeing the various combinations of different thoughts of different people towards other employees and organization it is possible that different minded people and like minded people may form different combinations through which culture and attitudes of organization may be effected positively or may be effected negatively. So keeping in mind this approach an organization with multi diversity be always ready to face such a group concern in which different ideas of different minds should be taken and managed in such a way that produces positive result as they be used effectively for the benefit of organization. Because if they would be performing in such a tone with routine task only then there are full chances of daily conflicts and clashes. But the main point is that those positive ideas should be connected with the mission and vision of the organization and should take it to the high end. Practical approach implementation is very necessary in order to handle various inter departmental people in multinational corporation.

9) Role playing: By the role playing utmost help is received as we people are the one unique type of persons in behavior. In life in reality the stressful conditions are so
high that we people are knowingly performing in dual behaviors and our some behaviors may upset the whole culture of the organization. thus by interchanging each other’s role and analyzing the reasons of their peculiar behaviors one can easily assess the current problems or requirements to handle them. By this technique we really sometimes come at the base of the problem as we come to know about the sudden behaviors performed by us. By role analysis the position of other person seems to be clear and transparent and goals are easily achieved.

10) Tasks in a group: this is very important activity in order to strengthen the organization culture. This cannot be achieved by formal relationship with each other but they have to be achieved by mutual group activities. By this we can achieve positive strength for organization culture of the organization. Various ambiguities can be removed by performing together with likely and unlikely minds becoming each other’s strength and helps in improving intimacy too.

11) Analyzing organization: it helps in checking the activities of all the members and taking responses from them and many other people also about how the things been moving on. By doing such analysis the complex structure of organization and its culture can be made easy. people are gathered and their responses are being taken. By doing this face to face conversation mistakes and confusions come the as it is way in front of everyone and things are understood at better level.

12) Interference by Mediator: by this mutual mediator things get solved at enlarged level. This helps in understanding the various types of clashes and reasons behind them. This helps in combating the reasons of clashes amicably who well understood what are the likely reasons of differences among them and can analyze their after effects. Thus the mediator sits in between that conflicts and scrutinizes the actual situations with roles and responsibilities as well. With the help of mediator this activity s done and tackled in four ways . they are:
• The contradict matter
• The mediating circumstances
• The attitudes of confrontation
• The final result

13) Restructuring a job: by this working technology we help in doing changes related to work and schedule of the employees. By this an example of well executed and implemented policies of the organization is reflected. By making such changes the organization enhances the morale, positive attitude, and satisfaction in a job, salary expectations, and work pressures released, good perks and strong culture for the employees.

14) Quality circles: the self regulating work groups that aims together for the benefit of the organization. They talk about various conditions of the employees within the work tenure and help to solve them on common grounds. Theses volunteers also make certain good rules for the various conditions of workers.

15) Suggestions: it is the process by which a senior or expert person may help a junior to get out of his scope of problems and learn better through their expertise. It establish a mentoring and sympathizing relation between workers and employees. this process can be conducted individually or in a group too and explore the abilities of those of taking suggestions unexpectedly. We can also resolve conflicts for future by this method.

Intervening in Organizational Settings\textsuperscript{51}

\textsuperscript{51}http://www.academia.edu/544888/Organizational_development_interventions_An_artifaction_perspective
Intervention involves purposeful action by an agent to create and facilitate change in particular organizational setting or system (see Adelman & Taylor, 1994; Midgley, 2003). This definition acknowledges that emergent change is also likely to occur. The combination and interference of emergent and purposefully designed processes may or may not produce the intended outcomes. Moreover, it may produce results that cannot be understood as positive or negative outcomes, but imply new understandings and dimensions of the incumbent organizational system. A key characteristic of intervening in organizational settings is that experimentation in a strict (scientific) sense is not applicable to OD practice. Opportunities for randomized and controlled trials with intervention and nonintervention groups (as in psychology and medicine) are rare, if not completely absent in OD. Moreover, controlled experiments are also completely absent in management and organization research, because it is rather difficult (if not impossible) to create laboratory conditions that resemble in a meaningful way those in authentic organizational settings (Starbuck, 2004). The exceptional lab experiment that does effectively create a highly authentic setting (e.g., the famous Stanford prison experiment by Zimbardo) tends to run out of control and produce highly unethical results. In this article, experimentation therefore merely refers to the common sense notion of “trying out” an intervention before one fully commits to it. The literature on organizational intervention is highly instrumental in nature (e.g., Flood & Jackson, 1991; Shani et al., 2008; Van der Zwaan & De Vries, 2000), and robust theories on this type of intervention are therefore not available. However, interventions in real-life organizations may serve to deepen and extend our understanding of organizational processes and systems. Starbuck (2006) observes that organization researchers put too much effort into producing and discussing meaningless findings that may obscure discoveries that would be more useful. Hence, organizational researchers can team up with practitioners engaging in organizational interventions (e.g., Mohrman et al., 2001; Starbuck, 2006). This active engagement may enable organization researchers to make more substantial progress and weed out unproductive lines of thinking (Dunbar, Romme, & Starbuck, 2008; Starbuck, 2006). It also serves to uncover and locate empirical material that can motivate the construction of alternative interpretations and theories (Alvesson & Kärreman, 2007). Argyris (1997)
recommends that interventions in organizational settings draw equally on three modes of research: explanation, interpretation, and intervention. He argues that explanatory research, if used exclusively, is limited in view of its focus on descriptions of the world as it is currently is rather than on how subjects create the patterns that they describe. Another self-limiting feature of explanatory research is that it does not describe how the world as-is would react if it were challenged nontrivially (Argyris, 1997; Argyris et al., 1985). To be able to describe these features, interventions that challenge the status quo need to be conducted. Moreover, Argyris et al. (1985) strongly recommend to build a theoretical basis for interventions by consultants and managers. Similarly, Schein (1987) describes a clinical approach to organization research that “begins with the assumption that one cannot understand a human system without trying to change it.” Without a clinical approach, he argues, backstage realities that should inform research are not brought into the academic debate. Schein (1987) also observes that organization researchers must acknowledge that inquiry itself is an intervention that has implications not only for data validity but, more important, for the relationship with people in the organization. At a philosophical level, organizational systems and processes can be considered as being too complex to be completely understood from an outsider–observer perspective. In this respect, inductive reasoning on the basis of empirical observations is fundamentally incomplete (Ketokivi & Mantere, 2010). Moreover, Bourdieu’s work on praxeology suggests that researchers cannot fully access organizational systems and processes as “practices” that are socially shared and historically produced. Therefore, Bourdieu emphasizes “reflexivity;” the need to consider one’s relation to the research object (Bourdieu & Wacquant, 1992; Everett, 2002). Specifically, he argues that researchers should attempt to address and overcome three key biases at each stage of the research process: a social, field, and intellectualist bias. The first bias arises from the social origins and coordinates of the individual scholar. The field bias arises from the position the researchers occupies in the academic microcosm. Finally, the intellectualist bias involves the neglect of practical logic that “entices the researcher to construe the world as a spectacle, . . . to be interpreted rather than as concrete problems to be solved practically” (Bourdieu & Wacquant, 1992, p. 39). Blumenberg (1967) defined the “princípiurn rationis insufficientis”—the principle of insufficient reason—leading
to the need to combine reason with practical experience and improvisation (p. 433). In view of the principle of insufficient reason, the literature on organizational intervention has been demonstrating a growing interest in the social construction of dialogue, conversation, and experimentation (e.g., Bushe & Marshak, 2009; Cooperrider & Whitney, 1999; Gergen & Thatchenkery, 2004; Lüscher & Lewis, 2008; Mohrman et al., 2001). This kind of intervention studies typically draw on action research methods (e.g., Eden & Huxham, 1996). However, action researchers tend to show little interest in connecting intervention and interpretation to explanation and analysis (see Argyris, 1997; Dick, Stringer, & Huxham, 2009; Heracleous, 2006). Scholarly work that deliberately engages in interventions is therefore exceptional—examples of this rare type of work are Argyris et al. (1985), Flyvbjerg (2001), Lüscher and Lewis (2008), and Van Burg, Romme, Gilsing, and Reymen (2008). The latter publications illustrate that collaborative intervention and reflection may provide exceptional access to, as well as a deep understanding of, the issues that surface in the context of intervening in complex organizational settings.

**OD Interventions / OD techniques / OD strategies:**

These are various activities which a consultant and the targeted organization perform for improving the performance through enabling organizational members better manage their behavior, their work group, and the organizational culture.

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<thead>
<tr>
<th>Process OD Interventions</th>
<th>Structural OD interventions</th>
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<tr>
<td>Sensitivity Training</td>
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<td>Team Building</td>
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<td>Grid Organization Development</td>
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Table 3.2 Process and structural OD interventions (Two broad divisions of OD):

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<th>Career Planning</th>
<th>Collateral Organization</th>
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<td>Job Expectation Technique</td>
<td>Decision Centers</td>
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<td>Organizational Renewal Process</td>
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**OD and its relation with the Organizational Culture:**

OD means a process of planned and systematic changes. The OD process effects and change the whole of organization. It is difficult to change the culture of any organization but to have competitive advantages and to cope with the changing environment it is essential to change the culture.

The visible and the semi-visible part of the culture are still easier to modify but the inner most core/the ethos of the organization which is full shield and invisible is very difficult to modify. To modify the ethos, several times, the action research has to be applied and the data has to monitor for improvement in the parameters of organizational ethos. For analysis quantitative methods are used very carefully with the help of the external change agent.

**BUSINESS PROCESS RE-ENGINEERING AND ORGANIZATION CULTURE:**

Definition

Whilst BPR is a relatively new overall concept, already various practitioners and commentators have created their own definitions. To start, the definition given by Hammer & Champy (1993), who have perhaps done the most to popularize the concept within the ranks of western management, is given:

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52 OB, LM Prasad, 2008, Sultan Chand & Sons, Pg. 642.
"Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed".

(Hammer & Champy, 1993, p32)

Hammer & Champy's definition, and indeed their whole book, emphasizes new single processes handling all the activities in order to meet customer needs. Hammer & Champy use an analogy of a "clean sheet of paper" to highlight the "rethinking" and starting afresh aspects of BPR.

Obeng and Crainer also emphasize this starting anew concept. They define BPR as:

"It's about changing anything which provides a block to improving today's business performance, even if it means going back to the drawing board." (their emphasis) (Obeng and Crainer, 1994, p20)

They regard BPR as just common sense but highlight a number of hurdles that must be overcome in-order to implement it. In their "Rules for the Revolution" (p74) they talk of discarding yesterday's thinking and yesterday's solutions for today's goals.

Johansson et al define BPR by relating it to some other contemporary initiatives:

"Business Processing Reengineering (BPR), although a close relative [of JIT & TQM], seeks radical rather than merely continuous improvement. It escalates the efforts of JIT and TQM to make process orientation a strategic tool and a core competence of the organization, BPR concentrates on core business processes, and used the specific techniques within JIT and TQM 'toolboxes' as enablers, while broadcasting the process vision."(Johansson et al, 1993, p6)
These writers' analogy is of "breaking the china" and "then putting the pieces back together again in a new way" (p6). Their emphasis is very much an operations approach with all other functions, including those "upstream and/or downstream" with customers or suppliers, merged into one integrated operation, so that "a sense of inescapability and/or symbiosis is generated" (p7).

Davenport prefers the term "business process innovation":

"Reengineering is only part of what is necessary in the radical change of processes; it refers explicitly to the design of the new process. The term process innovation encompasses the envisioning of new work strategies, the actual process design activity, and the implementation of the change in all its complex technological, human, and organizational dimensions." (Davenport, 1993, p2)

He also has an operations leaning especially using IT for completely new ways of undertaking business, different not only to the organization but to the industry.

Andrews & Stalick highlight the importance of the organizational integration aspects of BPR, defining it as:

"radically changing how people work - changing business policies and controls, systems and technology, organizational relationships and business practices, and reward programs". (Andrews & Stalick, 1994, p xiii)
They too emphasize destroying "old ways of thinking and operating", and the "key role" of information technology (p xiii).

These definitions, from some of the pioneer writers and practitioners, are sufficient to pick out the common threads. One key aspect of BPR is that it defines completely new and radical ways of how an organization undertakes its activities. Often they will innovative. Because these new ways cut right across an organization, and even outside it, affecting all parts they are seen as revolutionary. BPR is at a high level within an organization and driven by external and strategic demands. It should be differentiated from process improvements, which is defined as incremental changes to existing processes. Successful implementations of BPR bring order of magnitude improvements in business benefits.

**Impact on the Organization**

Because it encapsulates the key components of an organization and because it has Shared Values (or Culture) at its centre, McKinsey's 7 S model will be used as a framework to assess the impact of BPR on the organization (figure 3.5).

![McKinsey's seven S diagram](image)

**Figure 3.5** McKinsey's seven S diagram (Henley, 1991, p33)

First, each of these elements will be defined.
Systems

"Systems are codified knowledge, organised in a logical sequence." (Henley, 1991, p47).
They are the processes, methods, procedures, rules, techniques, technology, manuals, etc.
that ensure that work is undertaken efficiently and accurately. They are the instructions
that guide staff and management in their daily tasks.

All the BPR definitions either explicitly or implicitly refer to these attributes of Systems
as the following examples of BPR implementation demonstrate. Rohm, in his review of
BPR at the Principal Financial Group Inc., gives an example from its field support
transaction. Called Licensing and Contracting, the impact on processes was significant:

"Under the old system, this was a sixteen-step process requiring input from nine people
stationed in different areas and on different floors of the home office. The new structure
enabled this process to be cut to six steps, requiring the work of only three people".

(Rohm, 1992)

As a result, customers were provided with a single contact person who could execute and
manage the whole process.

Often, as Davenport highlights, new processes are enabled by new technology. As an
example, he mentions Federal Mogul, an auto parts manufacture, who is using
technology so that many designers can work on a new prototype design simultaneously).
Thus, both the new technology and the new multi-function positions demand employees
learn new techniques.

Structures

Henley (1991) defines these as "How an organization breaks down its activities into
distinct elements and how these elements are co-ordinated" (p34). Henley goes on to
identify 6 distinct type of organization:

- "Simple structure (the one man band)
• machine bureaucracy

• professional bureaucracy

• divisionalised form

• adhocracy

• cult organization"

(Henley, 1991, p35-37)

Having redefine the key processes within an organization, the next step within BPR is to restructure the organization along process lines. Process organizations introduce a new form of organization that aims to break away from many of the above traditional types, particularly the bureaucracies and divisional forms. Hammer & Champy recommend "a move to much flatter structures organised around the processes" (Chap. 4), whereas Davenport recommends "a multidimensional matrix structure, with process responsibility as a key dimension" (p 160). To achieve this, Johansson et al (1993) states: "the new organization must accommodate a balance between functional expertise and process involvement" and goes on to say it is essential to remove functional barriers (p191). Andrews & Stalick (1994) emphasize "even the boundaries between your customers and your suppliers and you must be redefined." (p219).

In the Principal Financial Group Inc. example given above:

"Like many other organizations in financial services, the Individual Insurance Department at that time was structured mainly along product lines. ... there were many management layers, ... " and then, after BPR:

"From now on, it was agreed, virtually every worker would become part of a multi-functional team, .... To increase responsibility and accountability at the lowest levels, the number of management layers would be reduced to three"(Rohm, 1992)

Still, whilst a process orientation is a new organizational structure it will incorporate attributes of the adhocracy: "Employees do not need to be supervised; ...They are adults
who are willing to take accountability for their work products" (Andrews & Stalick, 1994, p220).

Staff

Henley defines Staff as "the quality and quantity of people employed" but also adds the management issues of "motivation, reward systems, the structure of jobs and team work" (Henley, 1991, p44).

The quality issues will be noted in the Skills section that follows. BPR is often linked to new rewards systems. Davenport (1993) refers to "gain-sharing" (p110), "lateral promotion" and a move from "role title to process title" (p111), and variety through "work role rotation". "Life time employment", he believes "encourages employees to redesign the processes to eliminate their own job". Pagoda (1993) sees "significant implications for managers and staff":

"The role of managers is transformed ... and the number middle managers usually reduced. At the same time, staff at all levels have new, more responsive roles, and specialist roles change fundamentally".

(Pagoda Associates Ltd, 1993, flyer, p3)

Team work and the structure of jobs is mentioned by Stevens' account of BPR at Sun Life

"In implementing BPR, Sun Life moved from a functional hierarchical approach, via a team-based operation as an intermediate step, to a situation where a single multi-skilled individual took responsibility for an entire process from beginning to end".

(Stevens, 1994)

BPR has certainly made some significant impact on the number of staff. An Economist article states:

"At least in its initial phase, re-engineering usually means heavy layoffs and substantial job reorganization. Nynex, an American telephone company, for example, cut its
workforce by almost a quarter, while an American insurance company saw the number of job demarcations reduced from 40 to four."

(Anon, 1993a)

BPR has certainly become associated with down-sizing and right-sizing, and in such circumstances it is difficult to square with Davenport's assertion above, that employees should have the confidence to redesign themselves out of the process.

Skills

Skills is defined as "The competences the organization needs in its people in order to perform difficult tasks to a high standard" (Henley, 1991, p42).

The word 'empowerment' is invariably associated with BPR. Examples help to illustrate what is meant by this over used word. Bambarger illustrates employee involvement in the decision making. He quotes one of OSRAM Sylvania's BPR team;

"Then we get together with the plant staff to brainstorm potential solutions" and later they are asked: "If this were your candy store, how would you run it?"

(Bambarger, 1993)

The impact at Dominion Insurance was more operational:

"marketing staff were empowered by IT to make quick decisions based on rapid access to meaningful information from the field. Suddenly presenting sales and marketing staff with a lot of information they didn't have before can be as daunting as it is exciting".

(Anon, 1993b)

Hammer & Champy talk about the "New World of Work" where "jobs change from simple tasks to multi-dimensional work". This means "job preparation changes from training to education, from rule following to exercising judgment" and "managers change from supervisors to coaches" and "executives change from scorekeepers to leaders".

(Hammer & Champy, 1993, Chap. 4).
Strategy

Johnson & Scholes define Strategy as:

"the direction and scope of an organization over the long term: ideally, which matches its resources to its changing environment, and in particular its markets, customers or clients so as to meet stakeholder expectations" (Johnson & Scholes, 1993, p10)

Johnson & Scholes go on to characterize strategic decisions as being "complex in nature,..., involve a high degree of uncertainty, ... involve major changes ..." (p10).

Johansson et al definition of the BPR drivers are of a strategic nature: "Customers; Competition; Cost; Technology; Shareholders; Politics; Economics, Legislation, and Regulation [i.e. Environment]" (headings in pp 37-49). One can see these relate to the Strategy definition given above. Johansson et al first task is to "Discover" the company’s strategy and "of what drives competitive advantage in a particular industry; the industry's value chain and the basis for competition, and how a particular company seeks to gain competitive edge" (p87). Hammer & Champy talk about the "three Cs: Customers, Competition and Change" (p17). Davenport (1993) advocates a "Process Vision" that is driven by "Business Strategy" (p127).

BPR decisions, like Strategy decisions, are complex and involves a high degree of uncertainty ("[BPR] is a complex undertaking and carries significant risk" (Carey, 1993), and as noted under Systems and Structures, BPR involves major change.

Style

Style is "the philosophy, values and shared beliefs adopted by managers in their use of power" (Henley, 1991, p46).

As noted above, Hammer & Champy's "New World of Work" causes "managers [to] change from supervisors to coaches" and "executives [to] change from scorekeepers to leaders". (Hammer & Champy, 1993, Chap. 4). Davenport also highlights the significant behavior changes:
"Change incurred by process innovation is not only broad, but deep, extending from the visions of managers to the attitudes and behaviors of the lowest level workers. ... Its significant behavioral component makes process innovation based change qualitatively different from other forms of large scale restructuring"

(Davenport, 1993, p174-5)

"process innovation involves massive change, not only in process flows and the culture surrounding them, but also in organizational power and controls"

(Davenport, 1993, p13)

Shared Values (or Super-ordinated Goals)

These are "the basic values and mission of the organization" (Henley, 1991, p49). As Henley puts it: "they rise above profit targets and growth objectives by relating the goals of the firm to deeper human needs and principles".

Andrews & Stalick (1994) assert that in "successful reengineered business operations, individual belief systems become aligned with the stated beliefs of the organization" (p115). Hammer & Champy, again under his "New World of Work", sees a belief in customers as key:

Reengineering entails as great a shift in the culture of an organization as in its structural configuration. Reengineering demands that employees deeply believe they work for their customers, not for their bosses"

(Hammer & Champy, 1993, p74)

Johansson et al see the new process teams "linked by common values" (p202) and there is an implication in their writings that individuals must believe in self-management, self development, and rewards based on skills used (p202-3).

All Elements of the 7 S Model

Using the quoted examples from the BPR literature, the descriptions of BPR closely match the definitions of each of the elements of McKinsey's 7 S organizational model.
Summary

BPR then is "the fundamental rethinking and radical redesign of business processes" that results in "dramatic improvements" especially in meeting customer needs and other external strategic demands. Using McKinsey's organizational model it was shown that a full BPR programmed impacts 6 of 7 of the organizational dimensions, and that it is driven by the 7th element, Strategy. One can infer then, that a full BPR programmed will involve significant organizational change.

Because McKinsey places Shared Values at the heart of an organization one can also infer, in particular, that a full BPR programmed will involve significant organizational culture change. To more fully understand this implication, the next chapter will explore the literature on culture and organizational change.

People really do feel necessity of changes at times as a mandate and positive which can give a new direction to organization. Some types of direct and indirect solutions are also there which handle the harder side of culture. Different thinkers have different viewpoint on culture and perception of the theory of what the culture is? The debate can never be outdated and may be explained by different method of culture analysis be it stories, rituals, language etc. people’s behavior also reflects the changing culture patterns. This section analysis those particular change measures.

Daily cultural changes also cannot be ignored. By the changing trends of time in any type of environment priorities of people in any type of complex environment cannot be overruled. For.ex change of customer’s demand is such a change in any form is the one that have direct impact on culture.

Driven By Management

Change of culture by different priorities and modes of people is taken into account by various research thinkers and analyzed therefore. Thinkers suggests that not any particular trend or habit but a whole series of action of more than one people makes an organization culture.
Some thinkers conclude that culture is just an eye wash scenario and needs to be refrained totally. A new look is must to give to the ideas, vision and mission of organization a right direction. Some thinkers say culture is totally opposite to business management. Various expressions represents the priorities and order which reflects the need of culture or culture change in general scenario. Various examples can be presented from different companies that reflect changes in culture by different activities of shaping the culture whether by increasing or decreasing the no of employees or by changing the systems. But those are narrated for the sake over the times just because to strengthen the system as preaching some wise tales may affect the present scenario. Imbibing the past values, changing to the current values and mentoring with blend of both the scenario is what make a perfect culture today. And the result of this simple blending steps is what makes the vision and growth process a innovative, productive and full of potential for every employee.

Some thinkers illustrates the development of culture is in the good hands of individuals that how they contribute to the organization, how they pool the communication and interaction with each other, how they give space to the co workers and finally how they carry on the daily routine work together somehow sets the parameter for the culture.

Training programs are also provided in order to enhance the culture. By this role of line managers can change at the level best of performance and old patterns and styles are depleted. Now this line managers perform in severe conditions without any pressure and culture changes by this but at the maintainenece level.

"Changing culture in the light of this behavior-consequence concept involves comprehensive planning and execution. Consistent messages must be conveyed through behavioral interactions and through changes in the employees environment. Through behavioral actions people communicate ideas and values. People learn more from behaviors than from printed statements and company policies.

The other type of writers say the culture can be obtained by blending the hard and soft sides of this culture which in turn will increase the will power, resilience power and make them leaders. Some types of this quality and high end process can open new avenues of fresh insight, new values and new ways of implementing the things. Such
attributes are created by these processes which in turn becomes the assets for shaping the culture in a positive manner. They also serve of importance to OC.

Various bulletins, success stories will always be assisting to achieve more refined process that directs the present system to be more systematic, energetic and productive. In such a system OC will be treated as that important link as a practical human being which can be manipulated and adjusted. It can be fine tuned with dreams of the founder of the organization. organization culture is the main supportive function and no alternate can be taken to define the importance of organization culture. Also some thinkers conclude that change in trends can do change in business of OC. Change in manpower, employing new prospects, change in premises or shifting may also serves as catalyst in changing the culture of an organization and shapes it with its new effects. A visible change of structure or thought or values may become the evidence that culture has really been changed. These factors can also motivate or sometimes may demotivate the employees and unexpected result may be produced at times. But culture changes may change the people and vice versa.

Various worldly companies are researched and variety of conclusion are generated for effective approaches. Philosophy of professionalism can derive business strategy and targets and ways to achieve it. Employees have to be determined to achieve these strategies and boost the morale of employees and organization both. He also has to take care of the expectations of customer and resources allocated to him. If the changes adapted by him bears a fruitful result than overall development may also boom his career and may shape the organization for better with high results produced. When the culture is not performing at its good the theme of performing the work and the ways of performing it can be changed. Also the ways of performing the things can be changed first and then the theme and objective can be changed. Alternate way can be that various decision making processes can be changed so that new culture is achieved.

Still with the differences writers conclude that organization culture is very tiring process and highly hard to manage. It requires a lot of time to handle culture driven activities. Organization culture is a process of acquiring the knowledge through practical experience
and sensing it in right direction but it is today also influenced by past and present behaviors and environment too.

It is also affectedly some internal and external units. In internal the way of assessing the people to the culture is taken and in external the environmental factors are taken into consideration. But the consumers priorities remain common in both the cases in both internal and external units.

But with the help of new initiatives and customers preferences it is easier to create new culture. Sound communication flow and lay off the work in a accurate manner will create a better sense of developing new organization culture.

Driven by top people

The role of top management or leaders is also of great importance to shape the culture in a perfect clan, after all it is leaders takes the organization where it meant to be, they should form new perceptions and make employees to believe them. Leaders fill importance of mission and vision statements in employee and help not remaining these dreams just a notice board chit. This overall process conclude a n effective output which may be termed as organization development. This development trims the internal and external characteristics of the people. All is done under mentoring of founders as they imbibe their values in them through chain participation, theories, and experiences. This type of activity tells that culture is a flexible process if one pay a heed to it. Various fresh avenues can be materialized by managing the need and expectation process. On the other hand another view says:

"General Evolutionary Process [this is change from within a group that is natural and inevitable and passes through predictable stages].

Adaptation, Learning, or Specific Evolutionary Process [here the environment causes responses by which the group learns and adapts].

Revolutionary Process [in this power is a key variable].Managed Process [here there is a focus on what can and cannot be changed]".
But the thing which is of utmost importance is the correct attitude of imbibing the culture. Firstly the person imbibing the culture should be strong and genuine enough and people should really be convinced to him. after that the perceiver should get it as right as they can otherwise the ambiguity of perceiver and perceived may take a big mess up. 'Unfreeze-Change-Refreeze' model is the main dimension to conclude such work. Unfreezing is generally influenced by current shapes and status of culture. Current behaviors are influenced and not given any shape such the process is also called unfreezing. It is also affected by internal and external behaviors of trend changes. Activities of management are responsible for this moment. The unpredictable behaviors of employees may also need to analyzed and changed. Structural changes if required may be done also i.e. infrastructure needs to be revived it should also be taken into account. The higher purpose of everything should be: "to make organizational members address that level's need for change, heighten their awareness of their own behavior patterns, and make them more open to the change process".

Whilst managing all this process more direct initiatives should also be taken by the leaders. Such direct initiatives may be a set of primary mechanisms

- What leaders pay attention to, measure and control.
- Leaders reactions to critical incidents and organizational crisis.
- Deliberate role modeling, teaching and counseling by leaders.
- Criteria for allocation of rewards and status.
- Criteria for recruitment, selection, promotion, retirement and ex-communication

Against this there is also alternate expressible and understandable process by:

- including design and infrastructure,
- system of organization and its processes,
- premises, wall shapes and its looks,
HUMAN RESOURCE AND MANAGEMENT SYSTEM ALONGWITH OCTAPACE CONCEPTS

- values interim of different examples of existing employees,
- mission and vision statement of founders.

And the last stage is to reshape all that new styles, values, and sentiments of people. And the process may contained of making new rules and making new layouts for working of employees and also hiring employees with more effective commitment, giving induction process to them and changing the patterns of working and analyzing that work so that employees be appreciated for their work.

For doing all this effective policies should be made and implied too within the right time frame. Also the span of management required to accomplish all these process should be managed effectively. The pressure has been put on the matter and the way to carry it, ignoring all the practical, judgmental, describing, and less complicated and many fold use of changing process, important changes in this process should also need to be taken care. The important changes are better described like ‘involves a process of ideological and political change” which "represents a fundamental challenge to the dominating ideas and power groups of the organization’

Some thinkers also goes with the view:

"If culture changes mean unfreezing of old values and beliefs, how do people interpret and react to times of transition and how do they relearn a culture? What do they learn first? Behavior norms? Or priorities and values? Is it easier to socialize members when material and symbolic artifacts are pervasively in evidence? What are more commonly shared: behavior norms, values or basic assumptions? What is the impact of disagreement among members regarding these?"

Focused by employees:

Employee focus is of great importance in business process re-engineering. This may also refer as people culture and groupism is avoided by this. Barristers' chambers, architects' partnerships, hippy communes, social groups, families, some small consultancy firms” people handling is that task which is really unable to manage as the people really hard it to find the compatibility level.
Thinkers and writers in the post era often say that organizations managed by employees are often said to be employee based organizations, they break the culture with the practical pieces of changing trends thus reducing the complexities. No organization can run by own without its good employees, strong customers, strong database, high level commitments. Merging of too many little organizations into one and going ahead for a single common vision and missions of organization is what makes a strong Organization culture.