

# *Frameworks, Alignment Systems, and Models for Organization Development*

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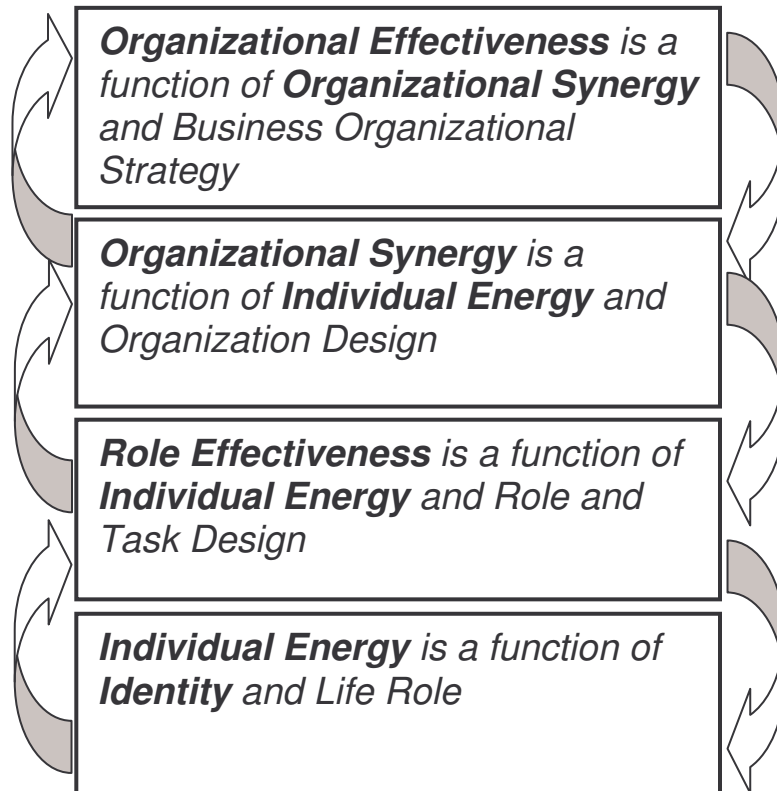
*“The crux lies in the fact that our conscious view, of what life ought to be seldom corresponds to what life really is.” --Joseph Campbell*

An organization is an outcome of the human mind. There are three limitations that a human being possesses as an individual: the limitation of time, the limitation of space, and the limitation of energy in a body. But as humans we overcome these limitations by becoming social. Thus, there is no such thing as individual. We overcome the limitations of time through language and knowledge, the limitations of energy through the inventions of tools and technology and the limitation of space by creating organized systems. These organized systems work as a whole, forming an organization. Humans possess a fundamental energy that makes them evolve individually and collectively. The concurrent desire to overcome the limitations of time, space, and energy of individuals, the fundamental human energy to evolve, and the need to have certainty, predictability and control, creates two contrary forces: the pressure to bind this fundamental energy in organized systems which I call *structured control* and the pressure to continuously evolve to meet the ‘emergent world’ which I call *fundamental evolutionary energy*. Organizations experience the dynamics of these two forces—structured control and fundamental evolutionary pressure. The fundamental energy makes people evolve, think, go beyond whatever is present, and deal with the emerging reality continuously. At the same time there are also forces that bind this energy. The source of the fundamental evolutionary energy of a group is the individual’s energy. This energy is a function of the individual’s identity and life-role and is channeled into a person’s role in a group.

## Framework for an Organization

The cascading of energy from the individual through his role taking processes and then into organization synergy until it manifests as the organizations ability to respond to its business context forms the central principle of our consulting model (Figure 1).

**Figure 1: Vision of an Organization**



*Individual Energy* is a function of identity and life role. Identity is the sense a person has of ‘who I am.’ Life role is what the person wishes to become in the larger context of ones life. This energy is fundamental to a person and is often expressed through drive, through restlessness, through comfort and sometimes even through inertia. This energy moves the individual to use the structures and resources of the organization to accomplish tasks and gain rewards.

*Role effectiveness* is a function of individual energy and role or task design. The word *role* is used here to measure the level of commitment a person makes to any space. So even if he brings in whatever capability he has but chooses to play the role of a skeptic, he brings in his identity and life-role into the picture at that point of time and in that context in a way that will stop action and question things. However, if a person

chooses to behave as a team player or an entrepreneur, he brings in that particular energy into that space at that point of time in a way that is action-oriented and challenging. The role a person plays is always an expression of relatedness to other people. Role effectiveness here is dependent both on an individual's choice and engagement rules in a group. This also includes the tools and other resources that a person can access or not access in a particular position, in a particular relationship, in a group.

***Organization synergy*** is a function of role effectiveness and organization design. How do several roles fit together? What is the design of the organization? What are the explicit and implicit models that an organization is working with? The energy an individual brings to a group through task performance can, therefore, create a 'resultant' when it interacts with others in the group and can be constrained by the 'rules of engagement.' This resultant can be greater or lesser than the sum of its parts.

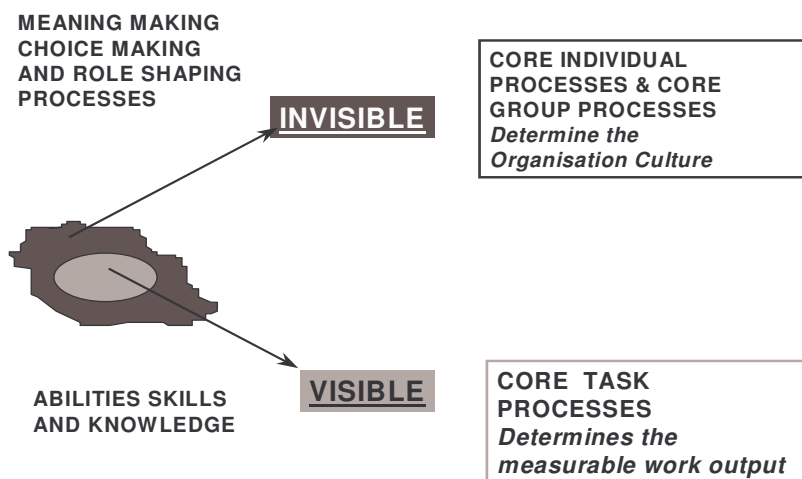
***Organizational effectiveness*** is the function of organization synergy and business or organizational strategy. An organization has not only to fit into an environment but also have a relationship with the environment. This fitting of the organization in the environment is discernible as strategy. The visible outcome of the efforts of all the individual members of the organization is the transaction between the organization and its customers. This transaction must lead to long-term viability.

There is also the aspect of identity or the life role of an organization. There is a fifth level to the recursive definition which we call *organization dharma* which actually implies an organization's identity or character. It is the organization effectiveness interacting with basic human values or *sanatana dharma*. In fact, it is the organization values that determine what it wishes to be, rather than focus only on what it wishes to become. Organization effectiveness defines only what it wishes to become and not what it wishes to be. Only when this fifth aspect is included, the equation is complete. It is this aspect that affects the life role and identity of an individual in a profound way. Organizations that take this dharma aspect into consideration grow into institutions that have a lasting impact in society.

## Organizational Culture

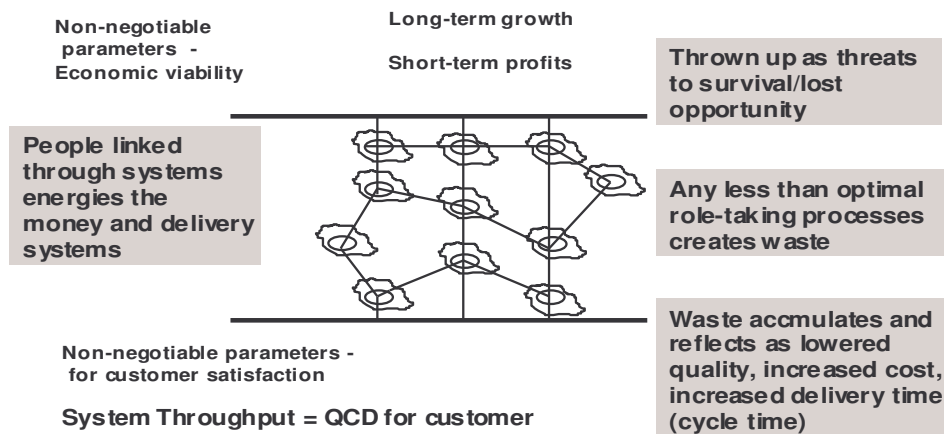
As humans we spend a lot of time in organizations, which in turn, influence the identity of an individual, i.e. an individual influences an organization and an organization influences an individual. This is a circular relationship. However, there is another side. Humans are like the proverbial iceberg, more hidden than seen. What most people design an organization with, is the visible part. A set of core tasks are designed and put together forming the visible part which is the knowledge and the skills available in a person. These tasks result in the performance of measurable work. But this process has an intrinsic problem. The invisible part of humans is ignored. This invisible part consists of: meaning-making, choice-making, and role-taking. This part also creates processes at group and individual levels. Therefore, organization culture mediates between the individual's capabilities and the final outcome of meaning-making and choice-making processes (Figure 2). Here I define culture as *Petri dish*. A *Petri dish* is filled with a nutrient medium which permits the growth of only a certain kind of bacterium. This is called a 'culture'. Organizational culture is exactly the same—a person enters an intangible medium which allows the growth of certain roles and restrains other roles. Hence, culture, to me, is this underlying nutrient medium or underlying set of processes that will allow only certain roles to flourish and constrain other roles. To illustrate, a culture of 'control and compliance' will allow followers to flourish and constrain mavericks.

**Figure 2: The Individual is the only Source of Living Energy**



The sum of individual ability becomes the organizational ability. Organization design usually takes only individual abilities into account and remains blind to the human interfaces. People like Taylor and Webber have stated some principles for designing organizations such as ‘scientific management’ and ‘bureaucratic administration’. These principles take care of the visible part of the person and do not really bring out the invisible part. So, it becomes imperative to look at the intangible, non-definable, and underlying culture of the organization as a critical part of an organization design. We need to look at ‘the hidden part of the iceberg’ and understand and design organizations accordingly. These are processes of meaning-making, choice-making, and role-taking which a person brings into the organization.

**Figure 3: Systems Map of an Organization**



An organization, thus, becomes primarily a set of people, who are linked together in various forms by a tangible design on one hand and through the processes of culture on the other (Figure 3). The way these people are linked together energizes resources like money, assets, and other tools and technology that are available to the organization. The organization, then, has to answer for two non-negotiable boundaries. The first one is the economic viability, which can be defined through both, short-term and long-term parameters. The other non-negotiable question is, ‘what does this organization supply to its environment in terms of products or services or what are the non-negotiable

parameters of quality and delivery it adheres to?' The organization's effectiveness is directly a function of the role played by its individual members. If the role is played sub-optimally, waste is generated. Waste can be perceived in two ways: the first and the most tangible, easy-to-see way is its impact on quality, cost or delivery. In my experience, the first thing that is impacted or most easily observed is delivery time-cycles, then quality parameters, and then costs. The other thing it impacts is the overall economic viability of the organization. If resources are wasted, long-term profitability as well as short-term cash flow suffer.

The two non-negotiable parameters are not separate. They are just two parts of the same thing but are measured differently. If the organization cannot produce goods or render services to satisfy the quality, cost, and delivery expectations of the environment, it will not be in business. Also, if it cannot sustain enough profit to exist not only for today but also for tomorrow (in terms of R&D and other inputs), then it will not remain in business. They are actually not distinct, but separate views of non-negotiable parameters. An organization has to answer to both these non-negotiables parameters. Organizations are people linked through system which energizes money. The 'desirable state' is one where everybody plays their role optimally. There will then be a creative tension across the organization and consequently there will be neither much slack nor excessive rigidity and both visible and invisible wastes will be minimal.

## **Organization Design**

There are people who come together because they are linked with each other not only through money and delivery systems but because they become members of an organization. This also forms a certain kind of binding or boundaries within people that may have no links with the output. However, anything that happens at any level between the people has an impact on the output. These linkages and processes are sometimes visible and sometimes not. Culture, as discussed earlier, impacts the action choices of an individual in an organization. No intangible process can be isolated. They are all linked with role effectiveness. Three things impact role-taking: firstly, the way the individual wishes to play his role, secondly, the way others wish him to play his role and thirdly, the way in which resources of the organization are made available to him. Therefore, there is

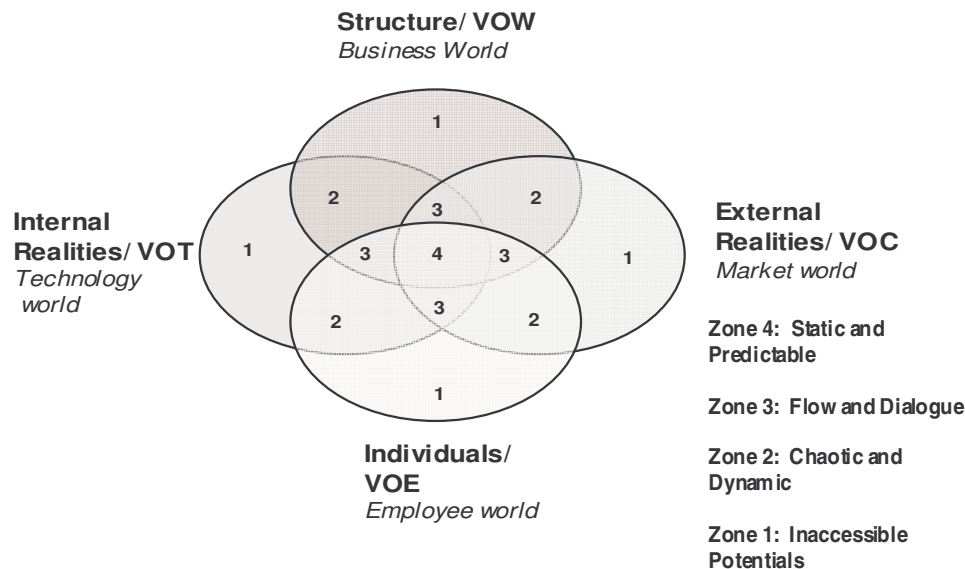
an impact of a role or task design on the individual intent. These two interact and create a possibility of the individual bringing in his best to the task at hand. The rituals impact this, and in turn, will be impacted by the way he deals with other people. Hence, his role choices will be impacted by many things bringing in his energy and commitment into that group. Several such roles or tasks are linked. So even if some roles are optimally designed and other roles are not, an organization design is not optimal. If the impact of culture is not understood, or if an organization is designed without taking into consideration external factors which have a strategic impact, the design is sub-optimal. In short, there is no such thing as an individual who is a separate human being who can survive without being a part of an organization and an organization is a physical manifestation of a collective endeavor. Human beings have to survive in a group because they need to overcome time, space, and energy of individual body limitations. All the activities that they do in a group are aimed towards growth in one or more of these dimensions. And this energy is what brings them together and moves them to act.

The organization, as a part of a larger whole, has to serve a purpose. In order to survive it has to grow, it has a role, it has to do something, which is of value, and it has to have its own viability. Each level of the definitions stated i.e., an individual, a role, an organization, and an environment in which an organization exists, are a **Holon**. Organization design is not just a physical design of how roles fit together, but also of all the intangible processes: how the institutional processes function, how does celebration, togetherness, renewal take place, and so on. To me a group of people coming together is a *raison de atre* itself for an organization to exist because it cannot exist otherwise. An organization cannot be designed on just a utilitarian idea. Unless you keep in mind all the things that determine culture, your starting premise itself is not right. Here viability is an important consideration, whether in business terms or otherwise. When we talk about a business organization, the two non-negotiables: the customers' and the investors' point of view, become the measures of viability. The fact is that in a business organization, the utilitarian aspect becomes a major consideration and often masks the other aspects that are equally potent.

## Alignment Framework and Application

A basic framework that we use for looking at organizational alignment is presented here. We believe that alignment and optimization are essential for organizational viability.

**Figure 4: The Alignment Mapper**



The Venn diagram of four circles maps the organization (Figure 4). The *first* circle represents the structure of an organization which means the decision making, resource mobilising, and resource deployment processes of the organization. It consists of various sets of roles to be taken up and played by the people of the organization in the process of inviting investment and ensuring returns on the investment—the Voice of Wealth (VoW); the *second* circle is the Voice of Employees (VoE); people who man the tasks of the organization; the *third* circle is the Voice of Technology (VoT), the set of tools, techniques, and knowledge used in creating goods or services; and the *fourth* is the Voice of Customers (VoC). Each circle represents one reality and each circle overlaps with others and it is in this overlap that an organization lives and thrives. The areas of overlap are dynamic. All the four components undergo change so that in the external reality markets may shrink or expand and in the internal reality, say technology used, may be

modified. Similarly, the roles of the structure may be redefined and people may change. Hence, the model consists of four dynamic components.

**Zone 4** is the area where all four circles or voices intersect. This is the zone where all the '4 Ws and 1H' are known: Who will do What, When, Why, and How. Resources are made available and are converted to outputs. This is the most visible part of the organization and is the zone of alignment. Zone 4 though stressful is not chaotic. It is stressful because though everything is defined, they might be defined in inadequate or inappropriate ways. This means that there is a lot of waste. If nobody notices the waste, it will be static and continuously create new waste. For example, if nobody is looking at inventory, inventories will pile up. If nobody is looking at information flow, the system could be continuously creating information waste. So in that sense it will be static, like the top of a wave, it will have a non-changing form. There will be the stress of adjustment and accommodation. Here stress is not a problem but adjustment and accommodation are. People are not able to bring out their creativity and so they do not bring in change. They struggle with accommodation and adjustment.

The first **zone 3** is a zone where there is an overlap in VoW, VoC, and VoE. This is the area where the customer wants something from the organization, but the organization does not have the technology to provide what is required. Opportunity exists but there is no capability to respond. The other end of this is where the organization has invested in technology, invested in improvement, knows how to work with this technology but has not yet found a customer who would buy the product. VoT, VoE, and VoW are overlapping but VoC is missing. The two other zone 3s are slightly different. They are more intangible in nature. There is an overlap in the VoT, VoC, and VoW. An area where investment is made, assets and technology is available, and markets are waiting. But people in the organization are not energized to work. The structure or the people in control are setting-off ways of working, making assumptions about business, defining values that the organization has to work by, and people do not feel aligned to them. They do not energize the assets, nor use the opportunity. The other side of this is where individuals see how a technology can be used and a market can be accessed but resources are not available or permissions not granted. Organization structure blocks

investments in the ways the employees feel energized to work. Zone 3 is where improvements take place.

First of the **zone 2** is the zone between VoW and VoC. This is a zone where people who are in management see a market and are willing to invest money in this market. But they do not know how to translate this investment into a zone 4 activity where the opportunity can be converted into an aligned action and made profitable. An important example of zone 2 is the 'dotcom bust' of the 90's, where a lot of money was put into dotcom companies, expecting a huge market but most of these companies were not able to convert their idea into actual delivery. As a result no money was made. Revenue model existed, but it never got converted into action, since the corresponding technology and organization models were missing or were inadequate. The other zone 2 is an overlap of VoW and VoT. This is the area where the organization has put its money in technology, R&D, etc. but is not able to convert this R&D investment into actual business delivery. A major example of this zone is Xerox where a lot of investment was made into various leading edge computing technologies. But Xerox as a company, had been unable to convert them into business. The third zone 2 is an overlap of VoT and VoE. This is the zone where individuals in the organization have capability but there is no way of converting this potential into business. This is the area where there are industrial relations problems or people leave the organization feeling unsatisfied. The other area of overlap is between VoE and VoC. People in the organization perceive business opportunities but the organization does not respond. For example, Siebel, SAP and Dr. Reddy's Labs were created by people whose ideas were not received by Oracle, IBM and IPCL respectively. The nature of zone 2 is chaotic as the processes are exploratory. There is a potential for breakthrough, but there is also the stress of not knowing how to effect the changes in zone 4 to convert the potential into a practice.

The **zone 1** is an area where there is continuous emergence of the new all the time. Reality is continuously changing and growing and there is no overlap with the organizational processes. The organization does not perceive the new reality or does not know what the reality implies. There will be a continuous attempt in the organization to increase zone 4 by increasing the amount of energy that is being deployed. It is impossible to have a huge zone 4 because zone 1 is a living and growing world. So if an

organization does not know how to continuously invest in creating zone 2, it will not be creating a future; it will not anticipate markets, it will not anticipate new technology, it will not see what potentials are being wasted and what ideas are being discarded. Zone 3 is the place where the ideas from zone 2 and zone 4 are constantly examined and experimented with. Therefore, the vibrancy of zone 3 is what determines the health of an organization.

If the whole organization can be in zone 4, i.e. in a static world, there would be no problem. But if as an organization you look at only zone 4, then you are absolutely utilitarian. However, an organization would have all the four zones because change is constant. The way to grow would be to widen the zones that the organization is weak in. So if it lacks in understanding the external reality, it has to step out, study, understand, and tap the potential market. For an organization to grow it must move the boundaries of zone 1 to zone 2 i.e., after doing an excellent market research, the organization should have people to visualize and create a process to meet the visualized demands. In order to grow, an organization has to ‘dream and design.’ What zone 2 does is to enable the people to look at the other realities including the subjective and objective reality and continuously challenge the organization by bringing in a zone 3 which is the zone of transition. To design an organization only for visible, tangible skills, only zone 4 needs to be designed. However, to design an organization that believes that there is a lot more to human beings, you have to design an organization for a vibrant zone 3 and zone 2.

There are two different ways in which this mapper can be applied to organizations. One is to assess or diagnose an organization by figuring out what is happening there. Most organizations have a fairly strong zone 4. The only zone 3s they will have is VoC, VoE, and VoW overlap which looks at pressure from customers demanding better quality of service. Then the next level of zone 3 is the technology improvement zone. The other zone 3s that look at how human beings bring themselves into an organization, or how the forms of control and governance are coming in the way, are very often absent. Most organizations have a fairly strong zone 2 which recognizes the customer. There is a lot of fragmentation between R&D zone 2 and rest of the organization. Quite often the zone 2 that concerns human potential is not recognized and the innovations that people want to bring in from the markets is also an area which is not

alive. One of the reasons why this happens is because culture is undervalued. The organization is seen as a monolith. The type of culture required for zone 4 activities has to be a culture that promotes stability and predictability. Zone 3 cultures have an experimentation orientation. Zone 2 requires an even more open, risk-taking, and dialogue-based culture. R&D people get caught in one type of micro culture or the culture of one voice. They do not know how to communicate to people in zone 4. Hence, R&D often remains separate and does not get converted into business. Similarly, if people who come up with exciting new ideas in the market but do not know how to talk to the present sales force, they will not be able to find out how to convert the idea or bring it into zone 3. So zone 3 becomes a very important area as it requires an understanding of how different micro cultures can actually co-exist in a larger organizational culture. This can be linked up with individual identity and life-role choices as well. Each of the zones would evoke a different nature of choices. Unless a person is capable of playing a range of roles, he will be active or effective only in one area and ineffective in other areas. The zones also help to enable the person to perceive his effectiveness or ineffectiveness in terms of choice-making or meaning-making within the organization.

The second way in which this framework is being used is to actually get people to tell stories or a narrative of the organization. While the group is going through the narrative, others write on post-it what these narratives might imply in terms of actions that are happening or not happening. The alignment mapper is then introduced and they are asked to put these post-its in the zone they feel the activity is happening or not happening. A picture of what the organization is overemphasizing, underemphasizing, lacking etc. emerges. This picture then leads to redesign or may be scenario-writing.

A single organization would have different sub-cultures and if these sub-cultures cannot interact with each other there can be a problem. For example, if you have a very strong production culture which does not believe in 'listening to the customer' as something important, then zone 3 which says 'how will the production team respond to customer's need' will not take place. Or if the front-end people do not really listen to the others and go about making product or service commitments to a customer who cannot be supplied and then blame it on the production team, they create a pseudo 'customer-

oriented culture.’ An organization can have a very strong operational culture which does not listen to R&D. The way exploratory marketing happens (Zone 2) has to be different from the way sales happens. And if the organization does not know how to transit these efforts, they will be wasted. Zone 3 is the bridge because it has the mixture of cultures; this is the space where a new language, a new process can begin. OD intervention will be to understand zone 4 and zone 2, find out whether there are enough zone 3s, and if not, create appropriate zone 3s.

Organizations are about wealth, profits, market value add, customers, customer satisfaction, technology, knowledge, management, economics, values and the like and people who energize all of this. In the alignment mapper there is no fifth element, the environment as a whole is what the mapper ‘sits on’. Quite often organizations talk about some or all of the voices without taking the environment into consideration. But one cannot separate the two. All the factors of the Venn diagram are in relation to the environment and one another. Only then you can define zone 1. Quite often when we have story telling session in an organization, we find that most people do not have a single statement about zone 1, which means that the set of people sitting and running the organization have no view of the environment, how the environment is changing, and what are the factors that change the environment. If they do, then they will have something to say about the voice of the market Zone 2 for example. Or, they have some idea how the market is changing. But very often they do not have any idea how the investor’s mind is changing. Some organizations have a very good idea of how the technology is changing but they do not know zone 1 either in investment or in the market. Most organizations do not have a clue about how people are changing. Zone 1 and zone 2, where people interact, will be the skimpiest in their story- telling. The mind of the employee is a very important impacting factor which the organization is not ready to consider.

## **Goal Alignment**

It is important to observe an organization for the purpose of goal alignment because implicit ideas get translated into work by the way goals are set. However, nowadays most of the goal setting happens only vertically. Selected members from the decision

making team of an organization define the universe in which the organization lives. So the whole systems idea of an organization does not get reflected. The idea that different stakeholders need to be represented does not get reflected. Hence, the way zone 4 gets created in the organization, becomes extremely fragmented. What we do is to get a cross-section of the people in the organization, say the CEO plus two levels, and get each of them to talk about the four zones—VoW, VoC, VoE, and VoT. Then, from the statements they make, we help them to identify the key statements that represent what the pulls of the trends in each of these four universes (VoW, VoC, VoE, & VoT) are. These statements are modeled into coherent descriptions of the respective worlds and the inter-relationship between these worlds. So we have four sets of statements. One is the world of wealth which comprises of all the factors that impact resource mobilization and decision making. The next is the market world which has all the factors that affect choice-making of the customer, why a person is going to buy or not buy. Then there is the world of technology which represents all the factors that impact the change and growth of technology used by the organization. The employee world comprises of what is the meaning-making, choice-making, and role-taking process of the people working in the organization and its impact on the organization. Based on the models of the four worlds, key statements that capture the impact of the dynamics of these worlds on the organization are defined. These are the *impacting factors*. Through a process of dialogue for modeling, the organization response to the impacting factors are defined. These are called the features of *organization design intent*. This design intent will capture both the short-term as well as the long-term responses of the impacting factors.

Primarily, we need to observe how these worlds interact with each other and then have the group build a scenario of what might be actually happening. The critical factors that have an impact depending on the trends and the ways in which people think are captured. Next, we get all these factors translated into goals and examine them in terms of responding to a trend or actually moving the organization from a certain level of response capability to another. We get the whole group to write down on post-its how these critical goals have to be met if these were the trends and factors. How will the organization's present capability impact the goals and how will the goals impact the operations? For example, there might be a certain part of the organization that can not be

changed very quickly and there is a goal which requires this part of the organization to be changed. So even the goals require major amendments. Thus, the impact is felt both ways.

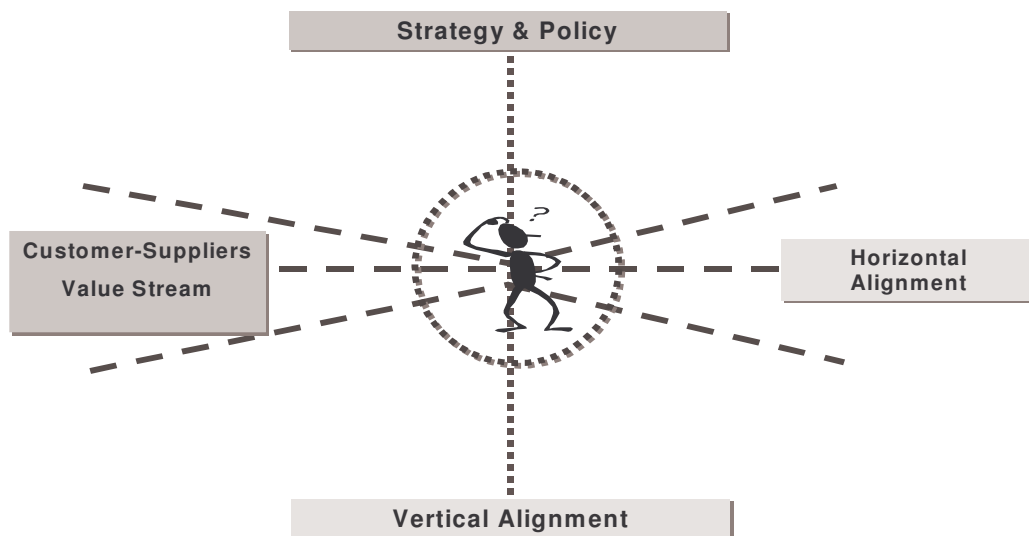
The goals are defined as each of these voices is then deployed down the organization through an alignment process. In this process a collaborative mode is used to create a coherent picture of the goals as they evolve from the strategic set as well as the needs of the value stream. Once these goals are written down, they look at the critical processes that the organization needs to work with. For example, the organization might need to look at the strategizing process, the investing process, the valuing process, the improving, serving or energizing processes. These form six critical processes of the organization. If it has an operational focus, the impacting factors should be observed and statements according to quality, cost, delivery, product development, information, and morale have to be collected. We try to capture all the four zones in the statements.

Zone 2 of the employee world has multiple perspectives emanating from the power dynamics in the organization. However, often the power and politics of the organization ensures that the alignment of goals that are being explicitly stated, are driven by voice of wealth. Somebody sets the goals which simply cascade down and people have to agree with these goals and that is called 'alignment'. On the other hand if the CEO chooses a group well and engages in a dialogue process, then power and politics can be mitigated to a certain extent. It is possible that the pressure for task completion may push deliberations on power dynamics under the carpet, nevertheless this is not always the case. Content of the goals set and agreed upon becomes a driving force and other issues get swept aside. If you have in your group an organization architect, who understands the organization in depth, the process will be robust. But in any case the choice of people itself is going to be a political process. If a union leader is brought in, he will bring in a different perspective. If he is not brought in, a certain employee perspective will not be there. On the other hand, he will also bring in his bias. The process can capture the real voice of the employee, but the procedure may require more time and effort. When an assessment of the four voices is done, the interactions between them throws up various types of scenarios; not just the market but also people attrition or technology. This can make the goal- alignment a more holistic process.

## Value Adding Position

How do we translate this holistic process into an every day operational process? We are going away from the idea of a job and advocating the idea of defining a ‘Value Adding Position’ (VAP). Every VAP ought to take into consideration the interaction between the four voices. How does strategy and policy come down to the last person? How does it translate into daily management? How can each individual in the organization actually feel the impact of the four voices? Here two things need to be captured: one is the vertical alignment which is the way structure and accountability, power and resource deployment cascade down the organization; and the other is how work actually flows horizontally.

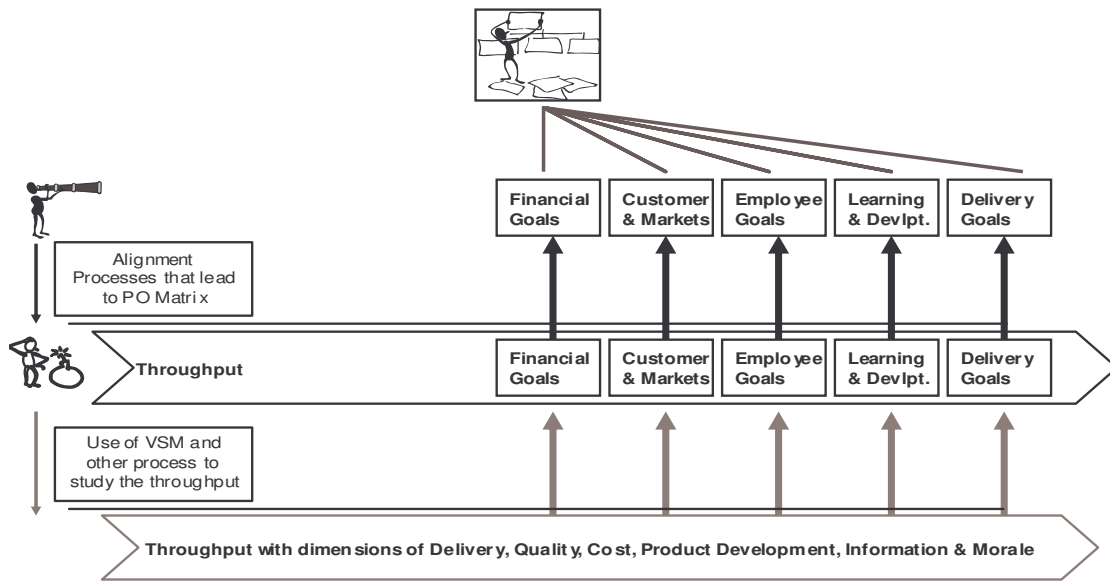
**Figure 5: The Value Adding Position: Aligned Goals; Optimal Resource Usage**



VAP (Figure 5) is a unique intersection of these two processes: vertically cascading accountability and workflow that is going across horizontally. The customer-supplier link is drawn as the horizontal value stream and goal alignment is the other side of vertical accountability. A person’s position will be described by taking each goal he has to achieve. The value stream mapping helps define customers and deliverables as well as suppliers and receivables. By juxtaposing the goals to be achieved and the customer and supplier definitions, a VAP is defined. Once the VAP is defined, it can be made more comprehensive by looking at the processes of conversion, the authority level, the

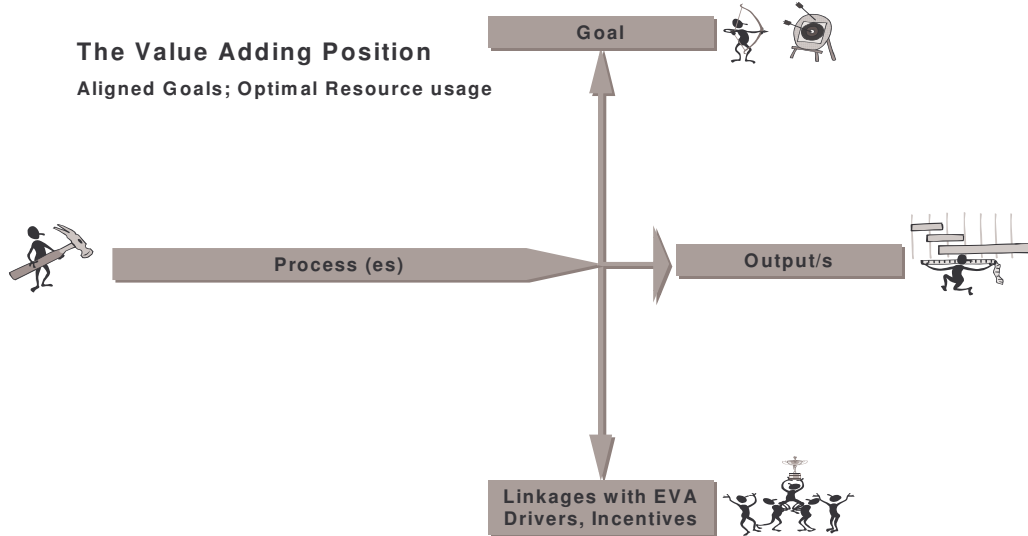
infrastructure required, and the essential competencies. It is easier to do analysis at a daily operational level as well as at the individual level when the VAP gets described so explicitly.

**Figure 6: Value Adding Position: Aligned Goals; Optimal Resource Usage**



Generally, the CEO outlines the business scenario and sets a broad set of goals to be achieved (Figure 6). The stage is now set for the senior management to work on this scenario which is used as the basis from which to pick up four or five important goals. The group builds up a background of why these goals have been chosen. Everybody then puts down on post-its what they think are the vital operational issues. The post-its are collected and worked on. In this process there is a lot of discussion and dialogue. The goals are fairly grounded on reality. The process captures four or five top goals and identifies all the factors that are significant in operationalizing the goals.

**Figure 7: VAP as a Personal Scorecard**



VAP for each person is derived by defining the goals, the outputs, the conversion processes, and the link between these processes and other VAPs (Figure 7). Each output/deliverable from the position must be related to a goal and these goals are achieved only through delivery of specified outputs. Hence, every goal must have an output/deliverable that can be mapped on to it. All these outputs/deliverables go directly to the next position that adds value to it. Often people have 15 to 16 Key Results Areas (KRAs). The KRA has goals, processes, and outputs all in one list! However, the nature of goals, the nature of processes, and the nature of output are completely different. Outputs have to be given to customers. The goals of the person are accountabilities to the boss. Processes are under ones own control. In the VAP process outlined, it is possible to separate this. Every output has a goal, if this is not the case, the output is a waste. In the same way every goal has to have outputs related to it. The other thing that should be seen is what the wastes are. Are the outputs going to a person who is acting on it or to a person who is just controlling it? What is the route of the output? The procedures by which inputs to the position are converted into outputs should be continuously improved and all forms of non-value adding waste should be minimized. Once each person's position in the organization is defined; the goals, the critical outputs, and the deliverables need to be

looked at. What are the behavioural roles a person has to demonstrate? Each person's job position can be described in terms of three or four behavioural roles and this gives a complete picture of how the person has to perform. This process ought to capture all the four voices as they impact each position.

While the kind of output we get from this process may look very similar to the balance scorecard; it is very different from the balance scorecard because it encourages deep dialogue. This is more of an inclusive process. Whereas the way it is worked within most organizations, the balance scorecard is not a very collaborative process. Somebody studies the system and derives a number of goals that are interlinked. Thus, the processes by which the balance scorecard is being deployed becomes a top-down hierarchical cascading of goals rather than an understanding of the whole process by a group of people. Most people skip both the tangible throughput and the intangible wastes in the process of creating a balance scorecard,. So when financial goals are set, they quickly relate to customer goals, learning and tech goals without looking at all of them concurrently and through an exchange of ideas. Therefore, it becomes a top-driven, number-crunching exercise that results in 'subsets of subsets' rather than emphasising interconnectedness.

There are two differences between our approach and what we see many organizations do. One is that the balance scorecard does not entail enough work on horizontal linkages before goals are fixed. There is insufficient study on the functions of the four aspects of an organization, the interaction of the four types of goals, the key issues that are likely to impact operations, etc. For example, in one organization, the export percentage of the total production target was more than 40 per cent. The On Time Delivery (OTD) was set to go up from 60 to 85 per cent. When we applied our process, it became clear to the group that exports will need more than 95 percent OTD which means that the domestic OTD would be unacceptable. The entire throughput process from vendor development to sales had to renegotiate goals based on ground reality. In our approach, we take a vertical idea of goal-setting, relate it to the horizontal idea of work as it flows, and then determine the goals. This process makes it distinct from a balance scorecard. In the method practiced now, if the assessment is done right then the scorecard comes out better. In our practice, we immediately catch the implicit knowledge available

in a cross-section of people by getting them to interact with each other, so that the whole process becomes more meaningful. With an interactive process, the possibility of the overall picture being understood is high. It is easy to work with people who can voice a reality well. In many organizations, goal-setting is done without the overall picture being understood by people who have to operationalize it. The sense of ownership and empowerment suffers if all the concerned people are not able to look at the total picture and work together. Moreover, if all these people do not work on the goals of the company, the systems reality picture in each person's mind is very inadequate. Consequently, link responsibility does not come through and each one gets caught with job responsibility only.

In VAP, the way the processes are classified, becomes the job responsibility. The customer-supplier relationship defines the link responsibility. The job holder should also get an understanding of system responsibility. We try to facilitate it during the goal alignment process. Therefore, while the defined goals may not look very different from a balance scorecard, the way the organization is internalized by each person becomes very different i.e., the system responsibility becomes more explicit. And this is the difference between VAP and the balance scorecard. The VAP of a person in zone 2 and zone 3 is different from the one in zone 4. Unless the organization has defined zone 3 and zone 2 properly, most of the goal-setting is done only in zone 4 area. If you do scenario building and a goal alignment process, you not only look at today's goals but also see how these goals would align with tomorrow. Then automatically zone 3 and zone 2 goals get articulated. As a result, there can be people at various levels that have zone 2 or zone 3 or zone 4 goals. It does not depend on the hierarchical position; for example, you may have a set of people on the shop floor who need to have zone 3 goals for that year, because unless their operations improve in a certain way, they cannot cope with the demands of next year. Today they may not have zone 3 goals. In the same manner, if you do not have clear zone 2 goals defined by the marketing end, you might do very well this year and be caught completely off-guard next year!

**Figure 8: Personal Scorecard / VAP**

Goals	Roles				Deliverables
	Capacity Creator	Strategist	Executor	Biz Architect	
Create a pipeline of new products / capabilities	Create models/ tools/ methods that assess current and future capacities	Develop revenue models and harmonize with technology and organization models	Translates medium and long-term strategy into clear tactical decisions and milestones.	Focus on long term strategies rather than quick fix solutions	1. Review on the basis of the 2 by 2 matrix

When a three year scenario is defined, there may not be a goal which says move from number X to number Y, but the process will definitely point out that efficiencies have to improve from X level to Y level. Therefore, there are ‘fitness goals’ not ‘numerical goals’ in zone 2. For example, new products have to be brought into the market because the present product is going to run out in a certain area because of the life cycle of this product. Therefore, zone 2 goals are set up in R&D which state that unless R&D comes up with at least two new products which are ready for production within a year, the total sales expectation over three years will go down. These trends become very clear.

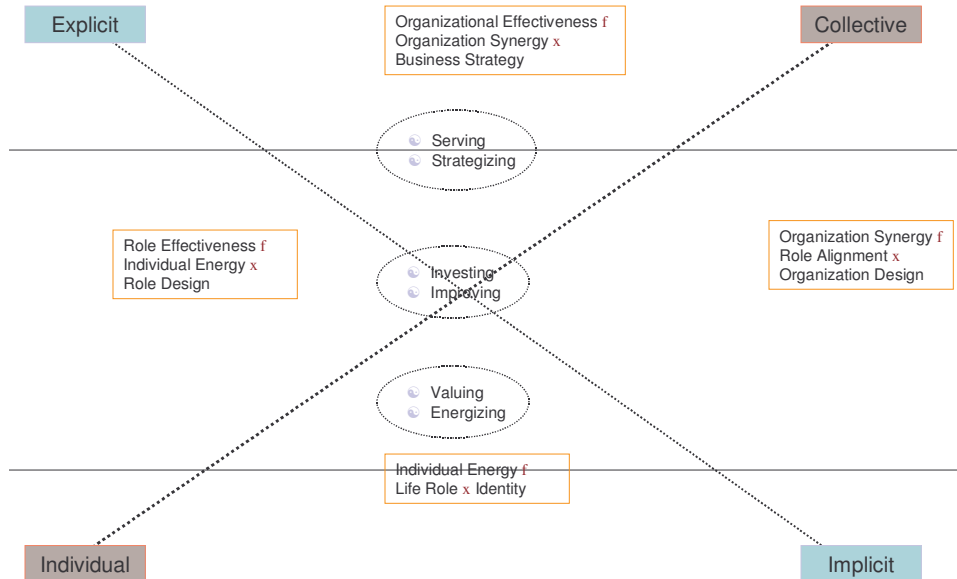
How does all this relate with the performance management system? We are actually integrating goal-setting and defining a person’s VAP improvement processes in the organization that can be taken up either regularly or periodically by a performance appraisal through our method (Figure 8). So performance management will simply be an outcome of reviewing personal scorecards. Have I met my goals or not? This is reviewed between my boss and myself. Have my deliverables been met or not? This is reviewed between my internal customers and me so there ought to be a customer feedback which helps me either redefine or improve on my deliverables. Third review area is in the behavioural requirements: have I acted appropriately or not? These behavioural dimensions are very clearly observable, tangible behaviours and can be used straightaway

for performance management. There need not be a separate procedure for performance management. It is inbuilt into the personal scorecard. Also, the picture that appears out of defining the goals, roles, and deliverables is actually a more complete job description than the traditional one. The traditional job description has a lot of waste because if you are employing an accountant, you presume he knows what his responsibilities are broadly. Yet, most often he does not know what the particular deliverables of this organization are, who are his particular customers, what is the way in which these deliverables have to be given, what are the particular goals that the organization is working for, and what are the behavioral expectations from him. Job description is largely a control and compliance organizational mechanism, whereas the VAP and personal scorecard is much more dynamic. We have to assume that a person who comes in knows his responsibilities which does not need to be restated. The VAP based personal scorecard integrates all this in one shot which is why it is an alignment tool.

### **Alignment and Assessment Framework**

Here is another framework that we use to study the alignment of organizations (Figure 9). This has got two axes—one is implicit and explicit and the other is individual and collective. This framework relates back to the first definition of an organization classifying individual energy, role effectiveness, organizational synergy, and organizational effectiveness. The quadrant between the individual and the implicit is the area of individual energy, which is life role and identity. And the area between the individual and the explicit is the role effectiveness area, which is individual energy and role design. The quadrant of the implicit and the collective is the organizational synergy, which is role effectiveness and organizational design. Organizational effectiveness is the quadrant between the explicit and the collective, which is organization synergy and business strategy.

**Figure 9: Alignment and Assessment Framework**



An organization is experienced by the external environment by the value it offers in terms of goods and services. This is explicit collective. The value stream is entirely an internal process which is largely tangible, through which the value offering is created. On the other hand the value potentials, largely held within the individual, are more implicit. They have to be brought to the collective. Business strategy is explicit and collective. For example, in a car manufacturing organization, a car is a product of a collective effort and is the most explicit. Collective implicit is the number of people playing roles within an organization. It is not so explicit, not so clear outside the organization. It is held within the organization; how interactions happen, what the systems are like, etc. What you see of an individual is the task and output. So a person can function in collective implicit without really being clued into the business strategy.

There are six critical processes of an organization. These are: the **strategizing** process which answers the question how to grow the business or the customer. The **servicing** process tells us how to delight the customer. The fact that everyone may not be equally clued in is because of lack of alignment. The **investing** process shows how to increase the capacity of the organization. The **improving** process explains how to continuously improve the processes, quality, cost, delivery etc. The **valuing** process deals

with how to nurture people. The **energizing** process deals with how to motivate people. The most explicit processes are serving—that is what the world experiences, in terms of products and services of the organization and strategizing which determines what will be served. Investing and improving is done in order to strategize and serve. These are more internal to the organization. Valuing and energizing are meant to use the investment so as to serve and that is the movement from implicit to explicit.

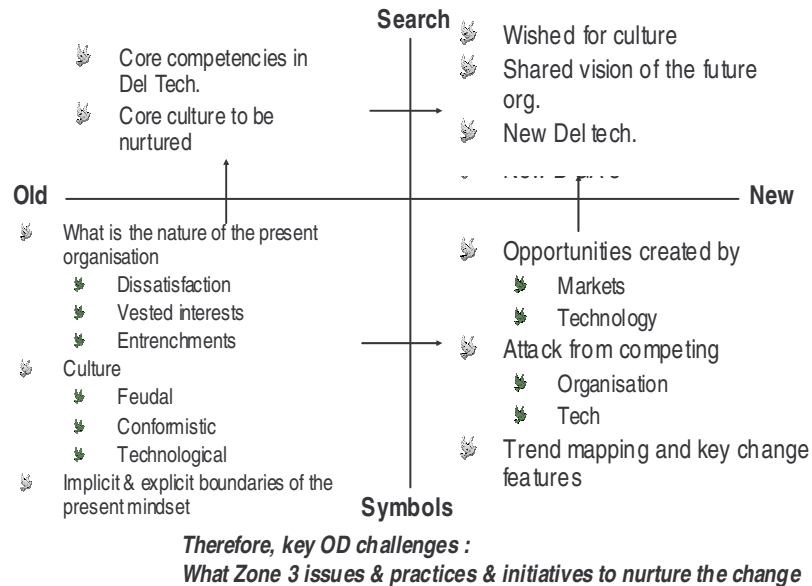
An entrepreneur or any organization actually begins from individual energy. There are groups of people who get together to create an organization. They do that because there is something implicit in them which they aspire to express. It is from their life-role and identity that the impulse arises. Thus, individual and implicit in that quadrant has three processes: the dialogue process, role-script profiling process, and the coaching process. The dialogue process is the most implicit and borders between collective and individual as it creates work culture. A work culture is more collective than dialogue but it is implicit in the organization. Coaching is individual but a little less implicit. It interfaces with training and development and performance management. Role scripting or role profiling is the most explicit of these three. In the same way, in the quadrant between individual and explicit, training and development, performance management, and job and task design are critical processes. Here, job and task design is the most explicit of individual experience. Performance management is next and training and development is the most implicit of the set. Between implicit and collective is work culture. This whole area is called value-adding management. How is an organization designed to create value? In the explicit collective there is marketing, strategy formulation, and scenario planning. Scenario planning is the most implicit, strategy formulation is next, and marketing is the most explicit and collective. I have derived these by reading about Toyota and other organizations and reflecting on the major areas that they work with and talk about. The interesting thing is that most western books talk about strategy formulation, marketing, policy formulation, performance management etc. Whereas Toyota talks about dialoguing, coaching, performance management, value-adding management, policy formulation, and work culture. Now what we have done with this picture is that we have looked at Deming award criteria, Malcolm Baldrige criteria, the PM prize criteria, and so on. We looked at the categories that they talk about in their

formulation of organization excellence and then distributed them across each of these zones. For example, system thinking is essential for value-adding management. In systems thinking we have talked about organization design, co-makership, work-waste elimination, and continuous systematic improvement. Each of them is a five-point scale that will correspond either to a Deming award criteria or to Malcolm Baldrige. All of them may not be critical to all organizations. The important ones should be selected and studied to analyze what level the organization is at, in each of these. The second thing that can be studied is what kind of culture is practiced by the teams. Thus, you can actually put for each of the 12 boxes the kind of underlying cultural assumptions that this part of the organization is working with and what level of efficiency is it working at. For example, we have placed in 'dialogue' the area of knowledge management, technology transfer etc. because most organizations believe that just having a database is equal to knowledge management. Having a database is not equal to knowledge management because the culture of that organization might be of individualistic people or believing that individuals are indispensable. Unless the culture and the content come together, things will not work. So on this map we can actually put down where the organization is, what are the processes it is practicing, and what is the cultural quality of that particular practice.

How can this be connected to the four voices? There are a few ways of helping the organization build its scenario. One is to get people to discuss about the organization. The other is for experts to examine the organization and do some mapping of the business scenario, the changes that are happening around, the technology it is in, and the prevailing market. So, to assess an organization some of its critical aspects are analyzed. However, experts should also get a feel of the cultural assumptions behind the practice of each of these aspects. This assessment is presented to the organization pointing out areas in which it is weak such as the lack of alignment, among aspects as role profiling, coaching, dialoguing, culture building, etc. That becomes part of the inputs for building up of the critical impacting factors in the four voices of the alignment mapper. Some of the critical processes that are studied will fall into zone 4, some in zone 3 and zone 2. All this becomes the base from which they start working on their goals. This is something that has to be done for the organization externally. This is an important input into

scenario-building and goal-setting process. It should be taken at the identity level of the employee identity, collective identity, organizational identity, and institutional identity.

**Figure 10: Organization Mapper**



Each of the four quadrants becomes very crucial. Usually what happens is one or the other quadrants is overemphasized by the organization without understanding that the its capability will suffer if other areas are not strengthened too. For example, it is not possible to bring value-adding management if it is not in sync with performance management. Value-adding management is based on customer feedback. Or for example the entire HR philosophy cannot be ‘control and compliance’ if knowledge management is to be created in the company. In our consulting practice we work on explicit-individual, implicit-individual, and implicit-collective. We, as a group, do not work very much with explicit and collective—which means that we do not work with marketing or strategy-formulation which have got to do with portfolio management and related things. We help them do the scenario planning by building strategic-fitness towards its policy. We also work with performance management, but largely from the energizing and valuing perspective.

There is an existing context and an emerging context wherein one polarity is symbols and the other polarity is search (Figure 10). Symbols mean language that gets highly codified to mean only a certain set of things. In language, when something becomes a symbol, the meanings of it gets frozen within that community. Search means language that is exploratory. The group will fragment unless there is an ability to look for a new language of action and behaviour as the world around changes. If the discourse is limited to old symbols the debate on how to respond effectively will generate dysfunctionalities, and create opportunistic engagements on one hand and entrenchments in the past on the other. People who jump from existing ways to new ways without any understanding of the present will feel the negatives and the resultant oppression of the present and just reactively go into the new. That is what opportunistic response is all about. It cannot be a flow into the new. Opportunities will be created for different sets of people, so power play and political alignments will be formed and the new is forced in because advantage is seen. There will always be a set of people who will pull back into the old because they see advantage in the old but neither of them is actually looking at the overall organizational processes. The reason we need to look at the existing or emerging context is because systems lag and organizations require systems to function effectively. Therefore, you will have structures and procedures as well as compliance and stability. If this is not understood properly, the number of people who will go into search will be very low. The number of people, who will go into opportunistic change, continuously chopping and changing, becomes very high.

The quadrant between the existing context and symbols is the space for organization structures. This quadrant anchors the structure and the procedures of the organization. The processes in this quadrant are of compliance, discipline, and following a precedent. This is largely a zone 4 type of space. Although this quadrant gives stability, tradition, and security to the organization, the dysfunctionality is that it becomes entrenched and inward-looking. Many a times, as organizations look at the new and emerging, they do so with old symbols. People in the organizations know the dysfunctional aspects of the present and feel oppressed. Accepting a certain amount of oppression and postponement of self through accommodation is necessary for certainty and stability. In this process if something new comes up in the horizon, organizations and

people simply move to the new from an understanding of the symbols of the old. The processes of this quadrant are dynamic and energizing. There is opportunity and it is a necessary pull for the new to emerge in the organizational ways. In this process a lot of solution-seeking and ways of looking at new opportunity are evident but often within the language and the processes of the old. It is very positive because it increases the dynamism and forces the organization to expand its boundaries, but the flip-side is the response is opportunistic and transcient. If the solution-seeking process becomes competitive and antagonistic to the present ways, it actually fragments the organization with some people holding on to the old and some to the new. This creates lots of conflicts within. This is a zone 2 stress in an organization with inadequate zone 3 processes. The area between existing context and search is in the nature of study—understanding the old, existing way and also examining the nature of opportunities coming up. The processes of this quadrant are of discovery and experimentation and the function is to create a fluidity of choice. Action-frames which include what was positive in the past and what might be relevant for the future need to be built, thereby making a bridge between the two. This is a zone 3 space that helps transformation and change. Between the search and the new emergent context is the ability to shape the new organization—how is change created, what are the practices, and what are the change management processes. The function is replenishment, creating new response capabilities, but if not sufficiently grounded in the emergent reality, it becomes ephemeral. This framework is used by us often in studying the culture of an organization and how it approaches change.

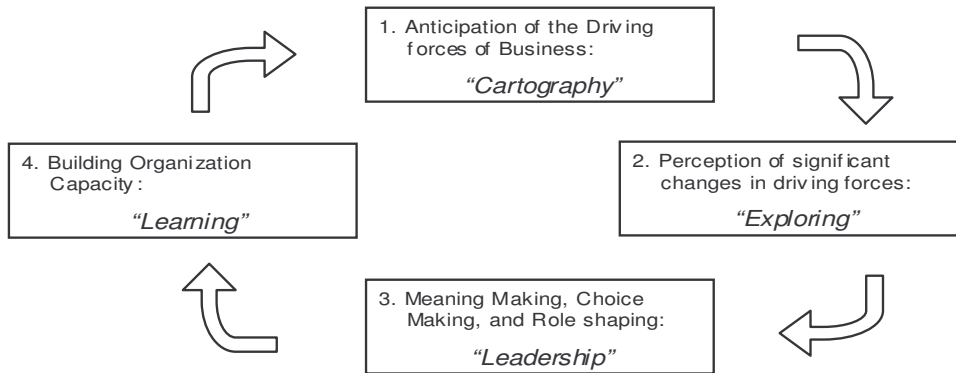
## **Scenario Building**

One of the ways in which we use the Alignment Mapper is to help the organization in scenario building. A cross section of senior management people from the organization look at trigger questions which would describe the context in terms of processes that fit in the present—what are the processes that leave residues, what are the concerns, what are the unmentionables of the present, and what are the core incompetencies. If zone 4 becomes too rigid, the unmentionables would be many, such as realities that people know but cannot speak about—public agreement and private disagreement. These kinds of implicit rules will become operative. Opportunities would be identified. But as the

language would be old, the identified opportunities would be inaccessible. . Some of the questions that need to be asked are: what is the nature of the organization at present; what are the causes of dissatisfaction; what are the vested interest; what are the entrenchments; what is the culture; is the culture feudal, conformist, or technological; what are the implicit and explicit boundaries of the behaviour-generating algorithm and mindsets.

Every organization has a set of implicit rules which generate behaviour. If these rules are not sensed then it is very difficult to cause lasting change. I call these rules 'behavior generating algorithms.' If the behaviour-generating algorithm were 'be a hero in spite of the system,' many opportunists would come by. They will rush for opportunity and prove that they are the heroes. For example the organization wants to change this algorithm into 'be a hero and create systems' then the important questions would be: What are the opportunities created by? Are they created by market or are they created by technology? Are they created by trend mapping? Are the core competencies examined? What is the core culture that needs to be nurtured? What kind of organization is envisaged? There is a need to examine what happens in organizations 'as they are'. The reason why we insist on 'behaviour generating algorithm' is because people talk about new vision and new values. But just a statement of values means nothing. So if the basic behavioral algorithm is 'public agreement and private disagreement' any new set of values agreed upon publicly will not change the old behaviour. Once these questions are explored, we encourage scenario writing. If five or six people are writing the scenario they have to write about how they are a part of it; what is going to happen to them while change takes place, how are they going to contribute, and what does it mean to an average employee? It becomes a widely held scenario when communicated across the organization. Often the tendency is to get both too futuristic and freak out without looking at trends or to become very goal-oriented. Scenario building is a way of embedding knowledge in the organization and writing scenarios is a way to understand the ongoing change. There has to be a mix of imagination and reality orientation.

**Figure 11: Scenario Building as an Organization Learning Cycle**



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Scenario writing comprises of four processes (Figure 11). The first is *cartography* which is anticipation of the driving forces in business. How do you draw new maps? Where are the winds coming from? Where are the currents? Where are the landmasses? Where do you have to go through? Then there is a process of *exploring* which is the perception of significant changes in the driving forces. This exploration anticipates various possible environments to navigate and internal evocations and provocations that the organization will have to manage. If these environmental changes and internal evocations are engaged with through an old mode of meaning-making, choice-making, and role-shaping the organization will not evolve as it responds to the changes. The third aspect *leadership* is the process of helping people in the organization perceive and respond in new ways. As you work on the scenario, you assist the organization to change its meaning-making processes, its language and old processes and that leads to a new capacity. But soon the new capacity becomes obsolete and the maps become old, so you start defining new maps all over again, it becomes a perpetual cycle.

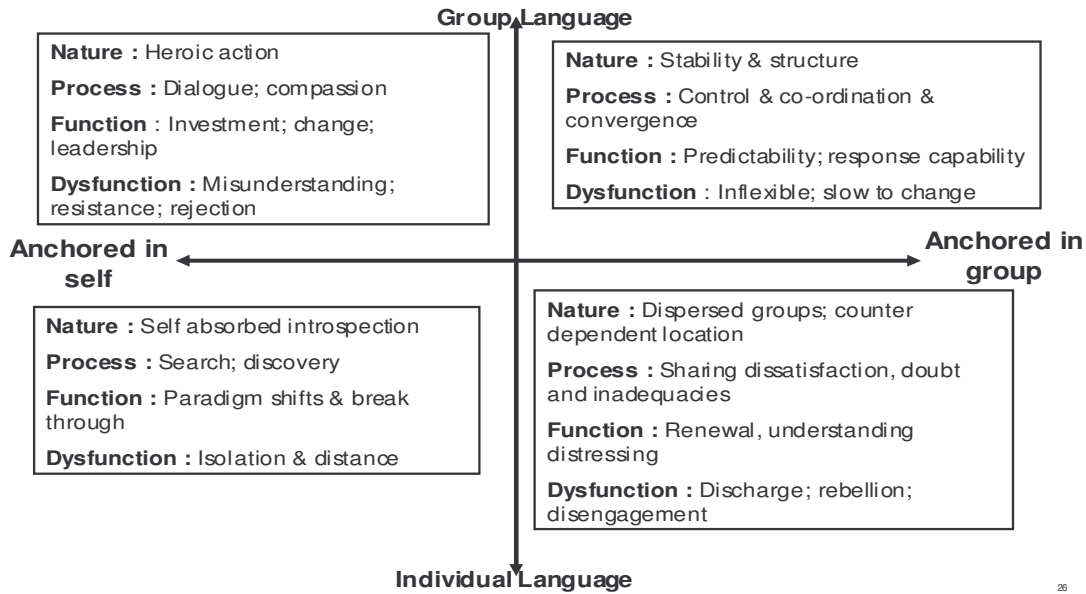
An organization that cannot write a scenario properly will not be able to pinpoint developmental issues. It will get caught with content and not with the process. It will not

anticipate the struggle the organization will go through, realistic possibilities based on factors and trends that are seen in the present, not some hypothetical future or the way individual role playing and conflicts will impinge upon wealth creation, etc. In scenario writing, we focus on new roles, new behaviour, future forms of discourse, appropriate values, resource allocation and control, membership criteria, anti-virus scans and vaccines, learning opportunities, etc. Once you write a scenario, it becomes the starting point, a new hypothesis, and a process for creating coherent mental models. A well-written scenario will explore different possibilities. Two or three such possible scenarios are written. And in the process of writing the scenario, we come across a number of things that have to be done in order for real change to happen. And if a scenario does not question some of the existing unmentionables, it will not be a useful exercise.

### Role Transitions and Leading Change: The Hero's Journey

This framework is called Role Transitions and Leading Change (Figure 12). The first axis is group language and individual language. We converse in a manner that can be understood by a lot of people, so there is a common language we speak. That is one end of the polarity. There are numbers of ideas we discuss which are understood in their exactness by lesser and lesser number of people until you come to a single person. This is the other end of the polarity. The other continuum is where the individual feels anchored or secure. He sometimes feels secure in himself alone and sometimes in a group. The top-right quadrant is the steady state of any group. There is a large group of people who have a shared boundary, a shared sense of identity, a shared purpose, membership-criteria etc. So, the nature of this quadrant is stability and structure. The processes here are coordination, control, and convergence. The function is predictability and combined capability of the group. The dysfunctional side is it tends to close itself on its own meanings and not allow new meanings to grow because the new meanings might destabilize its boundaries and shake up the security of the group.

**Figure 12: Role Transitions and Leading Change**



The bottom-right quadrant between individual language and group anchorage is the next area of group life. While the group might have these set boundaries, which are fairly static, the world is changing. There are number of people within the group who respond in different ways and therefore develop a different way of looking at reality. And because they see changes while the larger group being fairly static, their own sense of anchorage in that group becomes a little shaken. These people are still looking for a group in which they need to discuss and get a sense of security for themselves. The process in these small groups is of sharing dissatisfaction, doubts, and inadequacies which they experience in the larger group. Its function is either renewal or understanding or sharing of distress. Basically, there are three types of groups. The first is a group that just needs to discharge their negatives and then they go back and behave the same old way but feeling relieved. The second is ‘the debating societies’ where a person has a different point of view which he debates with somebody else and goes back to the larger group with a much better understanding of his experiences. Third type could be a group which actually engages in a creative way, where they renew themselves through talking about different things and

go back to the original group either more charged up or more committed. They take on the responsibility to make changes in the way the organization works. The dysfunction in this quadrant could be that some of the group members could simply become caught in counter dependence rather than looking at their own functionality and relationship to the established modes, and therefore become just a disengaged and rebellious type.

The third quadrant is anchored in self and individual language. This space gets created when people who are neither satisfied with the way the organization is at present, nor with just the debating or the discharge, start to question the fundamental ways of thought and action. They are deeply concerned with why such problems or issues occur and the lack of adequate change. They have to cross the zone of the known, of comfort, of old anchorages and relatedness to be able to get into deep enquiry. In Campbell's description of a *Hero's Journey*, this is the time when a person goes into the desert. The person is self-absorbed and extremely introspective in this quadrant. The process here is of search and discovery. The function is to create paradigm shifts, and breakthroughs. The dysfunctional is that it could become a space of isolation and distance. People who discover something new go into the fourth quadrant.

The fourth quadrant is of heroic action because I have been anchored in myself, discovered something, and now I want to translate this discovery into a gift to the larger group, a gift which will awaken the group to a new way of dealing with things. The nature of action here is heroic. The process is of dialogue and of compassion. The function is investment in the larger group to create change that is true leadership, where the boundaries of the old are changed in terms of role-taking and understanding of members, etc. The dysfunction here is that people who stand here and proclaim new ways can either be misunderstood by the group or they can start exploiting the new knowledge that they have acquired. That is when they become villains. An organization that is caught with group-language and group- security very strongly i.e., one which has a very strong zone 4 boundary will resist the heroic individuals and become entrenched in the old ways. Most of the groups in the second quadrant which is individual language and group security will be groups of catharsis or groups that are reactive. There will be very little dialogue between these two because this is potentially destabilizing. Vibrant Zone 3's will not be created.

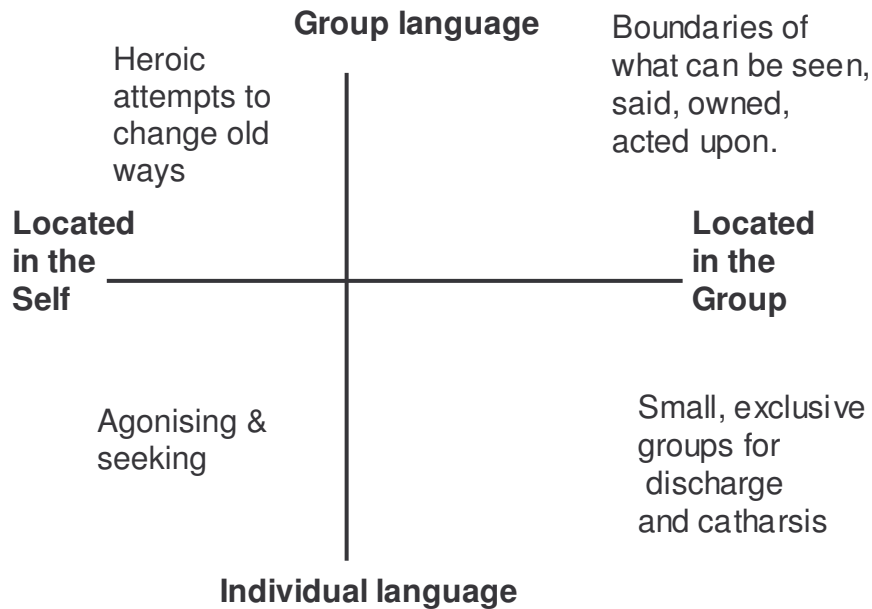
The bottom-left quadrant is similar to zone 2. The fourth quadrant is actually zone 3 from a different point of view, where zone 2 ideas come back into zone 3.

## **Understanding Culture Change**

*The Hero's Journey* is also a story of culture change. In this framework if you look at the “group language located in the group” quadrant, there are boundaries of what can be said, what can be seen, what can be owned, and what can be acted upon (Figure 13). And this has been earlier described as *Petri dish*. A *Petri dish* in an organization is an implicit set of rules of what I can see, what I can say, what I can own up and what I can act upon. These become the behavior-generating algorithms. For example, if the boundary of what can be said to a boss is “you cannot question or oppose him”, the culture would be one of public agreement and private disagreement. If that becomes the implicit boundary of a group, it would determine a lot of roles that are played in the organization. You cannot have roles of a maverick or an explorer. You have to accommodate and adjust to what is allowed within the implicit membership criteria set. Because this boundary exists, there are in quadrant two the groups for catharsis and discharge, which can be apathetic groups, reactive groups, opportunistic groups, debating societies, catharsis, all kinds of groups. When an organization looks at these groups, the immediate reaction seems to be of defensive control. Control takes place in two ways—one in terms of directly saying you cannot speak and another in a soft form saying let us make sure that they are not dissatisfied. The dissatisfactions that create quadrant two are not seen as resources for change. They are seen largely as reactions to be controlled or smothered. Therefore, you get into a negative spiral: the more the control, the more the fragmentation and dissipation and the less the space to speak about negatives. More feeling of oppression get generated and groups become very closed and start to break away. Studies, programmes, and solutions are gone through to contain the symptoms but, without any real change in the implicit boundaries. This only increases frustration. The inability to align action with dialogue simply makes people take unilateral actions. For example, there is a new technology that comes from the west, new machines replace the old, but the culture of command and control stays the same. Or a *Kaizen* programme is introduced, but the nature of governance remains the same. The *Kaizen* programme

improves the shop floor for a while and then the improvements slowly die down because real experimentation and change are not what is encouraged. Therefore, this change cannot be sustained as most change is cosmetic and the same old cycle get repeated.

**Figure 13: Group Language**



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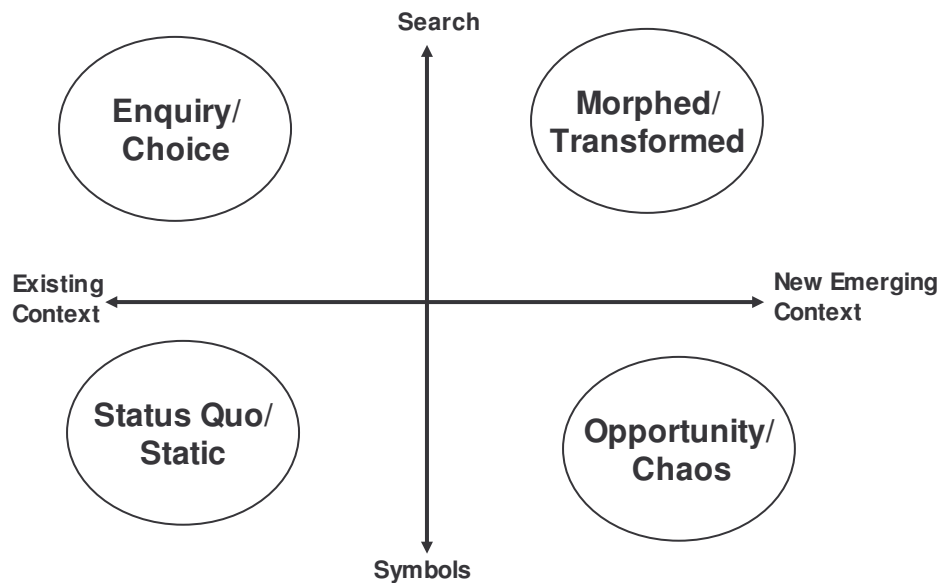
The third quadrant is the place where the person seeks inwardly. The processes of discussion and dialogues between quadrants one and two can be planned which creates zone three. There needs to be a healthy exchange between these two quadrants, otherwise a person goes to the third quadrant away from the boundary of the known. This person must take a lot of personal risk, be dissatisfied with adjustments, go beyond the call of self- preservation and respond to something much deeper. If a person cannot sustain this, there is a feeling of loneliness and loss of anchorage. And because it is a search with no guarantee, the person either returns to the known or leaves the organization. After going through the distress in this quadrant, the person discovers new insights and decides to enter the heroic quadrant. The person comes with a heroic attempt to offer insight; and is often treated as an anarchist or a villain. Therefore, the person has to overcome these barriers of consensual truth, fear of crossing boundaries, and all kinds of unarticulated, underlying, and unconscious processes that sustain the present to be able to really change

the boundaries of what can be seen and said. People get caught in taboos. Anybody who questions the taboo has to be a monster of some kind and all fears as well as unconscious and unresolved issues get projected onto this person. One of the most important things that happens here which the hero has to overcome, is to be treated either as a martyr or as an accused. If the person cannot handle this tension of being an accused, he cannot take this heroic location at all. And so he ends up in the third quadrant or is ejected out of the system. So a person may have a new insight, but will not be able to actually change the implicit boundaries of the organization. He either gives up, sits and waits or becomes a cribber or leaves the organization. The healthier the zone 3 in the organization, the easier it becomes for people to make paradigmatic changes. But while zone 3 can be mandated, these kinds of heroic changes cannot be mandated. It depends greatly on the ability of the individual to take a heroic location. Crossing the accusation and martyrdom threshold is not at all easy. Most leaders do not know how to deal with this which is why problems occur. A leader who is unable to take the martyr/accused location will make zone 4 boundary extremely tight by not listening to any new or different idea. Or they impose new ideas without any dialogue. All difference is seen as dissent. The moment difference becomes dissent, the first quadrant becomes extremely tight and zone 3 cannot exist in that organization. When the person who takes a heroic location actually comes in and changes the boundaries of what can be seen, said, owned up, and acted upon, he creates a new level of empowerment in the organization. Everybody can play enhanced roles, the boundary really changes, and the energy of the organization improves significantly. The ability to change the boundaries in a way that is appropriate for the growth of the organization is leadership.

The first quadrant, that is the 'group-language and group security' quadrant, is where acceptable roles and a 'standard normal person' seems to get defined within a group. This is also zone 4. We often use Ashok's OIM & EUM (These are instruments developed by A Malhotra called Organization Identity Mapper and Existential Universe Mapper) to study organization culture. The OIM predicts what this boundary will be and individual EUM predicts what kind of people will remain adjusted within this. This helps in mapping the organization and its key players. If the organization understands the nature of a 'standard normal person' (SNP) and the underlying implicit rules, it can work

towards making changes and designing interventions. If a number of people have similar EUMs and OIM then the possibility is that the boundary is very harsh. The SNP can easily be obtained from the EUM.

**Figure 14: Continuity-Discontinuity and Flow**



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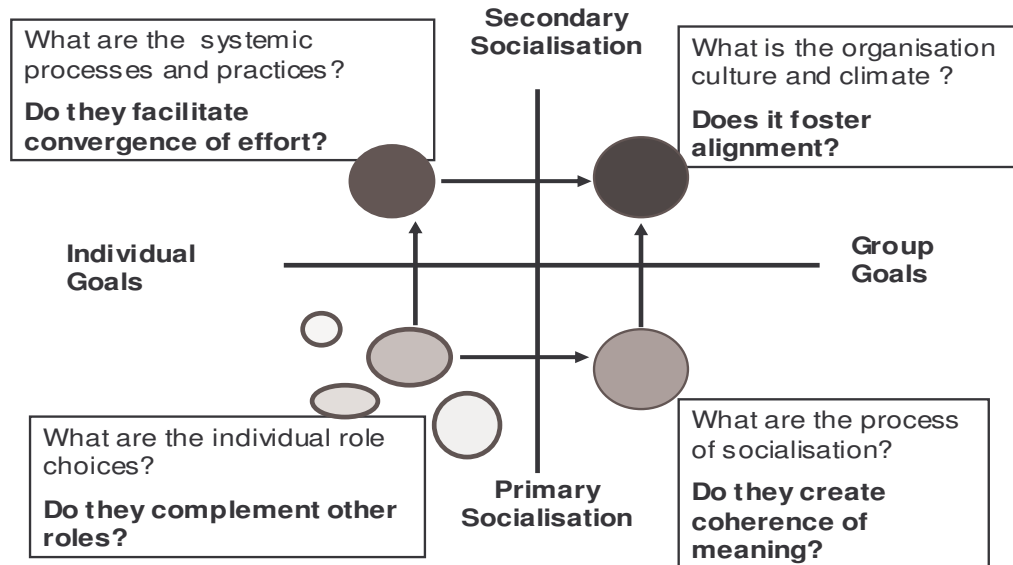
This is a map of continuity-discontinuity and flow (Figure 14). The existing context—symbols quadrant—represents the status-quo of the organization. The symbols - new emerging context is where opportunity and chaos gets created. Enquiry and choice-making is between existing context and search. Search and new emerging context is the space for morphed and transformed organization. We believe leadership is largely in the search quadrant. What is the nature of dissatisfaction? What is the nature of resistance in status quo? What is the nature of opportunity? What steps have to be taken in order to morph the organization and create a transformed organization? An organizational morphology will consists of things that the organization is capable of doing given its structure, systems, and processes. Organizations have to know how to continuously morph, and create a process where this morphing can happen in a healthy way. This is what OD is all about. Therefore, leadership is a process of helping the organization to morph constantly. The organization features and capacity have to keep on changing with

changes in the environment. Only if it understands all the factors of the environment that impact it, can it transform. Evolution is all about how life transforms and grows into more and more efficient and viable forms. Hence, morphing is fundamental.

### **Socializing Processes in an Organization**

This framework is to map the socializing processes in an organization (Figure 15). Secondary socialization and primary socialization is one axis and individual goals and group goals is the other axis. People come into an organization through the south-west quadrant. Each person has their own primary socialization, on their own individual goals and aspirations. The processes that happen here are familiarization with each other and with the organization. Its function is induction and invitation to belong to the organization. There is also one more function. This quadrant is not a location that anybody ever loses. So members of the organization may come back here from time to time to regenerate and rediscover themselves. The dysfunction is that if the individual gets entrenched here and does not enter the other quadrants, he fragments the organization and lives with the compulsions that he came in with not really taking in the secondary socialization of the organization. The idea of any organizational socialization is for the new entrant to get to the north-east corner where there is interdependence and teamwork. The processes here create convergence, coherence, dialogue, and negotiability. Alignment and focus is the function of this quadrant. The dysfunctional issue here could be a lack of true synergy because if new ideas and ways do not come in, it becomes a tight zone four instead of an open zone 4. Therefore, the individual gets the experience of only one type of leadership, one type of movement, and does not evolve continuously. There are two ways to move to the north-east corner. One way is by understanding the systemic processes of the organization which is the north-west quadrant where a person gets involved in policies, systems, and procedures of the organization. The function of the quadrant is system design, co-ordination, control, and policies that dictate how resources are mobilized or deployed. The dysfunction here could be the rigidity of systems as they lag behind emerging reality, the systemic could become entrenched in the old modes.

**Figure 15: Socializing Processes in an Organization**



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The other way is through the south-east quadrant where the more human side of socialization takes place. This is where political processes happen without negative connotations of the word 'political'. But it can also become a negative process. The process here is acculturation and socialization in terms of helping the person realize what behaviour is valued in the organization. Often the learning is through listening to anecdotes, stories and initiation of the role models. The function here is to mentor the entrant and create a sense of belonging. The dysfunctionality is that a person gets pulled into groups that are more familiar from their primary socialization and therefore get into negative political linkages of the organization. They start listening to one set of meanings because it is more close to their primary socialization frameworks and are not open to the multiple meanings of the organization. They are, therefore, unable to integrate with the organization. The more clearly the organisation understands individual choices, the more clearly it would be able to design processes where socialization becomes appropriate. The orientations and cultural compulsions that systems bring in can be mapped onto mental map. Quite often in organizations, the entry point induction is thought of but the lateral inductions are never thought of. Lateral hires are more likely to have well-formed and set

ideas about organizations. They either end up retreating into a shell or try to change things without really understanding the organization.

Any socialization an individual brings into an organization is his primary socialization. So to any organization, whatever is prior is in a sense primary socialization. And in lots of organizations people come up with say their L&T culture or their Reliance culture and then influence the organization from their idea of socialized behavior rather than really understand the present culture. This is the south-east corner. When a person is brought in at senior levels, the CEO tries to use this person for the change process. This creates all kind of ruptures because they have not mapped the change process properly and they simply bring in the person and give him a mandate for change without understanding the social context of change. Not understanding the present process of power and authority as well as implicit cultural processes causes dysfunctionalities. So at a mapping level, we try to create appropriate, socially relevant processes for the individual to experience. People get socialized and inducted into a role taking process without acquiring a framework of interpretation appropriate to that organization which is often dysfunctional. This is because robust institutional processes do not exist. The policy systems quadrant (North-West) is fairly clear because a lot of procedures are written down. But how they are interpreted comes from the south-east quadrant. So if an organization does not have healthy institutional processes, the process of creating organizational identity and coherence will suffer deeply.

## **Role of a Consultant**

What we try to do with each of these frameworks is to populate it with different types of analyses that can be done. All our maps and basic definitions are about the tension between the individual and the organization which energizes a dialogue. The maps make explicit the implicit polarities and paradoxes inherent in organizations. As a team we start with a very conscious view that we are partners with the organization to help every individual feel valued as every individual creates value. So one thrust is to understand how people can be assisted to create value; which involves knowing what the systemic processes are, how work gets done, measured, and evaluated, and how goals are defined. The way work is done has to change continuously in an organization. The maps have to

capture the more intangible realities and design specific interventions for the organization. So the first set of maps and models actually help us to design projects that the organization has to go through to improve the way they work or change the way they work. The second part is to be able to map the intangibles and therefore design interventions or design workshops which will help the person not only see themselves differently, but also to orient themselves to the whole, in a different way. The central question here is—‘how do I perceive myself and how do I perceive the roles that I play?’ Therefore, the first part is about organization design and work design, the second part is about personal alignment or individual energy and role effectiveness. How does this happen?

We play four roles as consultant. The **first** is the role of a healer, where we actually go in and sense or understand what the toxicities of the organizations are and figure out ways in which these toxicities and negative energy can be converted into something positive, something more functional both for the people as well as for the organization. The **second** role is that of a *sutradhar* like in the traditional Indian play. We are sometimes actors. If we see something not happening properly on the shop floor we actually sit there and do the work as though we are a functionary of that organization. And through that process also understand what forces are acting in the organization. And like the *sutradhar* we come out of this and comment on the total situation. And as the *sutradhar* stands between the actors and the audience, we too stand between the principal actors of an event and the organization or the organization and its environment and comment about the relationship between the two; thereby helping the organization see the relevance of the context. The **third** role that we play is the *role of a catalyst*, which is to actually to instigate change or catalyze change in different ways. We are also *educators*. The **fourth** role we play is a training-educating kind of a role.

One of the confusions that we often get into as consultants both from our end and from the organizations’ end is: are we consultants or are we implementers? The way we work, triggers this confusion because sometimes we are implementers. We need that experience in order to understand what is happening and in order to have a reflective view of the organization. Also, we do not provide content; we design forums and spaces for dialogue. Spaces where new language and new ways can emerge. We facilitate these

forums and help the organization learn how to sustain them. So sometimes when we tell the organization the type of change that is needed, we find out that they actually do not have the skills or the ability to implement it. Here we step in, act and coach. Sometimes we help them to rewrite the policy, debrief it too, and deploy it!

We continually shift in our work between content and process. We work with systems and processes, systems and institutions, constantly shifting between these two. At the beginning of our consulting we only give a broad direction for the organization to go through and then continuously review and restate what has to be done. Our approach is cybernetic. We are partners in a voyage of constant change and transformation that the organization embarks upon.