

Section 4

Conclusion and Discussion

Interpreting, Internalizing, Effecting Change, Adapting, Leading an intellectual corporation

This section summarizes extensively on theoretical notes as well as conclusions drawn from this research. An organization's culture doesn't pop out of thin air. Once established, it rarely fades away. What forces influence the creation of a culture? What reinforces and sustains them once they are in place? How do new employees learn their organization's culture? The following articulates what the researcher learned about how cultures are created, sustained, and transmitted. And of the crisis of leadership being the mediocrity, callousness and irresponsibility, and the disdain and contempt that an average citizen has for the men and women in positions of authority and power. Yet in this entire morass lies a small group of men and women who by sheer personal values, beliefs, courage and the desire to make change happen have strode into the lives of people who they are responsible for. To them dreaming in color and living in black and white is a reality. And they still seek and ask for more as they give and provide more.

Change reflects intellectualization of the corporation. HDFC Bank has coped with this changed. Making the organization energized with people, process where the intellect turns into the dominant force in the management process. In all change management efforts current business scenario, strategic positioning of the organization, structure, managerial values, corporate philosophy, the managerial styles and practices, impacted players become relevant for consideration of the facilitator. Similarly in this program too change agents (Ashok Balwani,

CEO of DNV is an example of becoming a change agent when he visualizes moving all of his European and US back office to India). Should make visible the value of intellectual depth and its application. Adequate communication should constantly take place to make members understand the value of application synthesis in all of their new ideas. Each communicating group turns into a network and eventually a network of networks. The premium on learning and its use as the only competitive survival strategy should be made known vociferously. No Company has generated significant momentum in profound change efforts without evolving spirited, active, internal networks of practitioners, people sharing progress and helping one another. (Ferzaan Engineer, M D of Quintiles Corporation moved an entire business out of the Continent to India in 8 weeks time). Critically change does not follow a pattern and has strong discontinuous sequences. It can almost be guaranteed that what worked well in the past would probably fail the second time over. We need to see if we as an organization have learnt to manage this fact up front. As more people involved in change initiatives become part of the extended networks, information about the initiatives spreads more widely, giving rise to more interest, and potentially to more initiatives. Managers do not jump into the change initiative just because it sounds interesting or those key players are all in it. They initially wait for the first cut results to pour in and then choose their personal position.

Behavioral Change is a starting point in making cultures work and transmit.

Typically informal group houses are created to help each other transit into the knowledge company with limited entry barriers, thereafter meet periodically, share their learning and make each of them enjoy the experience. This would happen as long as it is not position as yet another change management program of the company causing more cynicism. Direct effect of communication and trust has a good example from Hindustan Lever. Historical events from Chemicals Division had created the collective assumption that management would always reduce

capital funding requests. To offset these reductions, project managers automatically added a “cushion” to their budgets. As the division leaders began to trust their project managers, things changed. Management stopped making these reductions, and project managers stopped adding a cushion. Now people just talk honestly about investments that were needed and the real constraints in funding. This saved a great deal of wasted time and allowing the company to prioritize the investments on a need basis. Trust brings in responsibility. Learning efforts should focus initially on the thought generation process and thereafter on the practical results that it has commenced to deliver. Results provide a context, a meaning, a method and a reason for experimentation, adaptation, and feedback. Seeing the consequences of team efforts and learning from the experience is critical for the network groups to succeed. Learning fundamentally assumes a time lag between the new thought process creation, establishing the internalizing of learning, bringing connected networks of learning together, application to business processes and attaining concrete business performance and bottom line.

Intellectual corporations (Quintiles business proposition is to follow the sun model when west is sleeping India enables conversions of medical information and transcribes back to the west by the time they wake up) prosper in making change happen realistically. It, to our mind, only demonstrates a further application of mind to make the change permanent and effective. Typically the corporation operates through identification of relevant people to the change process, bringing their values and identity together, network with relevant cross-team players, assess their intellectual compatibility, bring in commitment, define business goals and results and charges the team to move forward. There is a transparent and open communication involving review and feedback including action-oriented goals. Essentially this stage acts as a facilitation step in the intellectualization process. Critically the differentiating factor is that change is neither directed, conceptualized nor delivered by the top management. The change happens by a team of people who feel the need to change without encountering an entry-exit experience. Whirlpool attempted

serious management changes while they completed their acquisition processes of other manufacturing plants. While the change by it could mean an impact on the average employee the process required to help make the transition is definitely not ignored, neglected or derided.

The ideal culture is one that serves the organization effectively. It may be summarized as the shared patterns of attitudes, values, beliefs and behavior, covering strategy, operations, decision-making, information flow and systems, managerial and supervisory behavior, the nature of leadership and the general behavior of the staff. It involves setting absolute standards of ensuring that these are achieved. It also requires reference to each of the elements and factors indicated above. The relationship between the ideal and the actual culture should be a matter of constant concern because both develop. Specific attention is paid to those gaps in culture that cause problems where, for example, people follow the leads, values and norms of their work or professional group rather than those of the organization. Technological advances and changes may mean that suddenly the ideal hitherto striven for has to be changed in order to accommodate new divisionalization, patterns of work, retraining, regrouping, and so on. Sub-cultures, parallel cultures and covert cultures are all bound to exist in organizations; the problem is to ensure that they do not damage or detract from total organizational performance. They must be capable of harmonization within the overall standards, and any sub-cultures that do not conform to this should be broken up. The purpose is to arrive at something which is dynamic and which adds value to operations and energizes the people positively. It affects attitudes and values and the ways in which people regard themselves, each other and the organization as a whole. It affects customer relations and relations with the wider community. It contributes to perceptions and images and wider feelings of general confidence. Stories circulate through many organizations. They contain a narrative of events about the organization's founders, key decisions that affect the organization's future course, and the present top management. They anchor the present in the past and provide explanations and legitimacy for current practices.

Leading and Managing Culture: Influence of Leadership

As stated above, both the actual culture and the perceived ideal are subject to constant development. With this in mind, the best organizations therefore pay this constant attention.

There are some basic assumptions here.

1. Culture can be changed and developed if Leadership can influence the change.

Nissan UK transformed a population of ex-miners shipbuilders and steelworkers into the most productive and effective car company in the UK. Toyota and Derby is following suit with former railway staff. British Airways transformed a bureaucratic nationalized monopoly into a customer-orientated multinational corporation. British Steel transformed itself from a loss making National Corporation, riddled with demarcation and restrictive practices, to a profitable, effective and flexible operator. The constant development of operations, technology, markets, customer bases and the capabilities of the human resource also make this inevitable. Current ways of working and equipment, and current skills, knowledge and qualities serve current needs only. The future is based around the developments and innovations that are to take place in each of these areas. Leaders made this happen. Therefore, the culture must itself develop in order that these can be accommodated.

2. Culture change is long and costly unless it has a Leadership Impact.

It is certainly true that, where stability has existed for a long while, it is traumatic at first and therefore costly in terms of people's feelings and possibly also in terms of current morale. It is made easier for the future if new qualities and attitudes of flexibility, dynamism and

responsiveness are included in the new form and if this is reinforced through ensuring that people understand that the old ways are now neither effective nor viable. Indeed people who are told that there are to be lengthy periods of turbulence lose interest and motivation. Hindustan Lever New Millennium project is a 10-year emphasis to make fundamental changes to the organization. Pfizer – Parke Davis merger integration has been an 18 month long change management process to bring both organizations together into one way of doing things. The reality of change and development can be quickly conveyed through critical incidents: for example, the gain or loss of a major order; the collapse of a large firm in the sector; the entry of a new player into the sector; radical technological advances; and so on. HDFC bank hired professionals from the banking industry to shorten the leadership constraints in establishing a new organization. The existence of multiple cultures with professionals from Bank of America, Citibank and Time Bank is a reality that CEO Aditya Puri has to reckon with for now. Once this is understood, the attitudes, behavior and orientation of the staff are given emphases in particular direction and the general positioning of their aspirations, hopes and fears is changed.

Leading and Managing Change: Impact on Leadership

The fact that organization cultures are made up of relatively stable characteristics would imply that they are very difficult for management to change. Cultures take a long time to form. Once established, they tend to become entrenched and resistant to change efforts. Strong cultures are particularly resistant to change because employees become so committed to them. For employees to unlearn years of experiences and memories is a difficult task. That too takes a very long time. So while culture may be theoretically amenable to change, the time frame necessary to unlearn a given set of values and replace them with a new set may be so long as to make the effort realistically impractical. Remember, too, there are a number of forces in an organization that work to maintain its present culture. These would include written statements about the

organization's mission and philosophy, the design of physical spaces and buildings, the dominant leadership pattern, past selection practices, entrenched rituals, popular stories about key people and events, the organization's historic performance-evaluation and reward criteria, and the organization's formal structure. To illustrate, past selection practices tend to work against cultural change. Employees chose the organization because they perceived their values to be a "good fit" with the organization. They are comfortable with that fit and will strongly resist efforts that might undermine the predictability and security of the status quo. A final point in the argument against management's ability to change culture is the reality that if culture could be changed, surely management would do so. The foregoing discussion suggests that the real question we should be seeking an answer to is not, Can culture be managed? But rather, Are there conditions under which culture can be managed? This leads us to a situational analysis of conditions that are necessary for, or will facilitate, cultural change. The ideas we offer are based on observation as well as substantive research. However, there seems to be increasing agreement among theorists as to the importance of the leaders call on cultural changes with relevance to a particular organization and management model, be it Competitive Organization or a Performing Organization or a Voluntary Organization.

Effecting Cultural Change: Unfreeze Current Culture

The challenge is to unfreeze the current culture. No single action, alone, is likely to have the impact necessary to unfreeze something that is so entrenched and highly valued. Therefore, there needs to be a comprehensive and coordinated strategy for managing culture. Values are the bedrock of any corporate culture and as the essence of a Company's philosophy for achieving success. Work ethos develops as we keep implementing one policy after another and reinforce the work style, method and manner we would basic work to take place. The articulation of a vision and value clarification process attempted through the Global endeavors Arvind 2000 is an

example of one such process involving the top management of the enterprise to commit to change.

A Corporate philosophy states the goals and practices that communities of employees are trying to enact. That philosophy leads over time to the development of a host of smaller practices and modes of conduct that become a corporate culture. Over years of corporate functioning as problems are encountered and solved, as directions are taken or not taken and as crisis are overcome these philosophies take forms through decisions. In this sense, an organizational philosophy underlies the moral philosophy of one or a group of senior management who have shaped the Company through these actions. There is a danger in managing this process that is equally susceptible to human frailties. Strong and consistent fundamentals in the analysis of each of the actions and assumptions facilitates overcoming the human weaknesses built into the system.

Their sense of right from wrong articulated in a particular social and economic setting visibly emerged over the years as a culture and a philosophy. The researcher would like to present before you four values, we consider as a prerequisite in a philosophy statements: -

- **Openness and Trust in relationships**
- **Collaboration and communicated transactions**
- **Active involvement of people in all aspects that affect them.**
- **Communication and knowledge sharing**
- **Clarity in goals and expectations in performance**
- **Aligned in ways that determine ones way of life**
- **Humility, spirit of service and sacrifice**

There was a preconceived attempt at the unit to convey our philosophy on human resources management. Tradition, history, values, beliefs, norms, managerial styles, leadership, vision, goals and climate make up a Company's culture. Culture implies a Company's values- values that set a pattern for activities, opinions and actions. These patterns are either maintained or in situations dispensed with. Managers instill that pattern in employees by their example and pass it down to succeeding generations of employees. A collaborative work culture assures that any employees life is a whole and suggests that humanized working environment not only increases productivity but also the self-esteem for employees. An increased sense of ease makes everyone function better as people.

Effecting Cultural Change: Make Leadership Visible in Action

Across the line we have seen the inevitable necessity of the role of a leader in the Organizational building process – a leader with ability to create and pose a strategic sense of direction with a vision and effort to prod the Organization towards growth. The leader demonstrates traits and habits that demand emulation and becomes a standard. The leader walks the talk.

Effecting Cultural Change: Sanjay Lalbhai, the Managing Director, of Lalbhai Group practiced some of these fundamentals as a leader who influences the culture:

- Lead from the front, show commitment and action for change
- Practice Values, they in turn help you determine your strategic path and growth objectives
- Implicitly provide a climate in which people trust and collaborate
- Make visible organizational and performance stakes in making change happen

- Create a corporate environment that puts constant pressure on everyone to beat your specific competitors at innovation.
- Structure the organization so that you promote innovation instead of thwarting it.
- Ask for the intellect that would make the organization work.
- Develop a realistic strategic focus to channel innovative efforts.
- Convert every business experience into a knowledge archive. That is the bank of the future.
- Know where to look for good ideas and how to use your business system to leverage them once found.
- Throw the book at good ideas once you've developed them fully. And ask for more.
- Get culture working to make people have fun.

Effecting Cultural Change: Cultural Analysis and Learning in the context of Organizations:

This would include a cultural audit to assess the current culture, a comparison of the present culture against that which is desired, and a gap evaluation to identify what cultural elements needs changing. How much individual initiative is there? Is innovation encouraged? To what degree are rewards contingent on performance rather than seniority or politics? Additionally, three basic questions should be answered in order to tap the content of the culture. First, what is the background of the founders and others who followed them? Second, how did the organization respond to past crises or other critical events, and what was learned from these experiences? Third, who are considered deviants in the culture and how does the organization respond to them? Answers to these questions will reveal how particular values came to be formed, the ordering of these values, and where the culture's boundaries are. The next step in cultural analysis requires that the values sought in the new culture be articulated. What is the preferred culture that is being sought? This desired culture could then be compared against the organization current values.

Effecting Cultural Change in a specific Organization and Management Model: The Learning Experience for Leaders

Significant performance challenges energize members regardless of where they are in an organization. No team arises without a performance challenge that is meaningful to those involved. A common set of demanding performance goals that a group considers important to achieve will lead, most of the time, to both performance and team. Performance, however, is the primary objective while a process remains the means, not the end. Organizational leaders can foster culturally sensitive performance best by building a strong performance ethic rather than by establishing a culture promoting environment alone.. Biases toward individualism exist but need not get in the way of team performance. Real cultures always find ways for each individual to contribute and thereby gain distinction. Indeed, when harnessed to a common team purpose and goals, our need to distinguish ourselves as individuals becomes a powerful engine for team performance. . Discipline-both within the team and across the organisation-creates the conditions for team performance. For organizational leaders, this entails making clear and consistent demands that reflect the needs of customers, shareholders, and employees, and then holding themselves and the organization relentlessly accountable. And Connect Goals to Plans consistently. This would mean the need to keep the purpose, goals, and approach relevant and meaningful. All members must shape their own common purpose, performance goals and approach. While a leader must be a full working member of the team who can and should contribute to these, he or she also stands apart from the team by virtue of his or her selection as leader. Cultures expect their leader to use that perspective and distance to help the teams clarify and commit to their mission, goals, and approach. Strengthen institutional framework and build commitment and confidence. Leaders should work to build the commitment and confidence of

each individuals as well as the team as a whole. Map Competency to Core Capabilities of the organization: Strengthen the mix and level of skills. Effective leaders are vigilant about skills. Their goal is clear: ultimately, the flexible and top-performing cultures consist of people with all the technical, functional, problem-solving, decision-making, interpersonal, and teamwork skills the team needs to perform. To get there, team leaders encourage people to take the risks needed for growth and development. They also continually challenge team members by shifting assignments and role patterns. Build Networks: Manage relationships with outsiders, including removing obstacles. Leaders are expected, by people outside as well as inside the team to manage much of the team's contacts and relationships with the rest of the organization. This calls on team leaders to communicate effectively the team's purpose, goals, and approach to anyone who might help or hinder it. They also must have the courage to intercede on the team's behalf when obstacles that might cripple or demoralize the team get placed in their way. Make people Grow. Create opportunities for others. High Performance Culture is not possible if the leader grabs all the best opportunities, assignments, and credit. Indeed, the crux of the leader's challenge is to provide performance opportunities to the team and the people on it. Do real work. Everyone on a real organization, including the leader, does real work in roughly equivalent amounts. Leaders do have a certain distance from the team by virtue of their position, but they do not use that distance "just to sit back and make decision." Leaders must contribute in whatever way the team needs, just like any other member. Moreover, team leaders do not delegate the nasty jobs to others. Where personal risks are high or "dirty work" is required, the team leader should step forward. Small enough in number is what an organization needs to make cultural change happen through a leader intervention. The leader can convene and communicate easily and frequently. Discussions are open and interactive for all members. Each member understands the other's roles and skills. All three categories of skills are either actually or potentially represented across the membership (functional/technical, problem-solving/decision-making, and interpersonal). Each member has the potential in all three categories to advance his or her skills to

the level required by the team's purpose and goals. The member's purpose constitutes a broader, deeper aspiration than just near term goals. All members understand and articulate the purpose the same way. Members define the purpose vigorously in discussion with outsiders. Members frequently refer to the purpose and explore its implications. The purpose contains themes that are particularly meaningful and memorable. Members feel the purpose is important, if not exciting. . There are goals versus broader organizational goals versus just one individual's goals. Goals are clear, simple, and measurable. If they are not measurable, can their achievement be determined? Goals are realistic as well as ambitious. The approach is concrete, clear, and really understood and agreed to by everybody. It requires all members to contribute equivalent amounts of real work. It provides for open interaction, fact-based problem solving, and result-based evaluation. The approach provides for modification and improvement over time. Fresh input and perspective is systematically sought and added, for example, through information and analysis, new members, and sponsors. There is a sense of mutual accountability and responsibility. But for which the leader needs to appreciate the organizational context and its definition, whatever may it be, Intellectual Company, The Mechanistic Company or Learning Company.

In summary,

Culture to perform to culture to learn, contribute, add value and enhance shareholder value is an organizational expectation for the leaders and members of the future. Individuals in doing their learning and contribution would seek fundamental and basic experiences. Not rocket science demands. A place to work, a working infrastructure, learn as they go along and spend time, an opportunity to create, feel a sense of identity on what they have created and eventually believe that all that they have done has impacted the shareholder. People centric ways in treating people for their potential and human nature to help them feel a sense of belonging, a feeling of achievement and an opportunity to bring out the best in them is essential to this process of

attempted transition. The culture provides for failure as much as enjoying its share of success. "Outsiders think Silicon Valley as a success story," writes Silicon Valley commentator Mike Malone, "but in truth, it is a graveyard. Failure is Silicon Valley's greatest strength. Every initial product or enterprise is a lesson stored in the collective memory of the country". Venture capitalist Don Valentine says, "The world of technology is complex, fast changing and unstructured and it thrives best when individuals are left alone to be different, creative and disobedient".

Organizations see the need for institutionalizing learning and teaching systems for people to learn, develop and intellectually grow as a responsibility, "self imposed", on them. While people are doing their jobs and getting things done there is a group of facilitators, coaches and trainers who perform the role of institutionalizing learning. They are the leaders of tomorrow. They make education happen naturally without elaborate systemic processes or planned classroom training. Electronic learning methods, long distance teaching modules, state of art knowledge programs, behavioral modification and cultural adaptation modules, unlearning in preparedness for the next set of concepts to absorb all become a laundry list of required facilitator's role. Individuals in turn are demanding corporate commitment and willingness to make employees employable over time. The process of reciprocity is essential in making knowledge managers work for others. For the individual's knowledge is their core competency and they would like to share, display and contribute depending on their constant state of up gradation. While it is not being presupposed that this becomes a corporate responsibility a learning culture perhaps is an inescapable responsibility of the corporate management. Organizational learning forums would multiply several folds with members demanding time and opportunity to participate physically or electronically. As the learning centers proliferate cultural influences just occurs. Corporations view culture management as a competitive weapon to fight unprecedented economic wars. In a scenario where easy finance, adequate raw material, cheap labor and growing market is a real life

scenario, knowledge becomes the true competitive source. In the individual intellect lie the competitive edge and the push factor against competition. When individuals are prodded to perform against intellectual odds they are likely to be at their best. Good work comes out of the human minds' defiance to doing it the proven way. Firms need to capitalize on this potential of the human mind to take on challenges that a product or a service cannot offer consistently over time.

Decision-making, an important aspect of the changing cultural dimension, has moved to the point of impact. Seniority of people and their experiences are no longer the governing principles for vesting of authority and power. As organizations employ managers with the power to think and do, there would arise a need for empowerment. There would also be the scope demanded of the individuals to do their job holistically being responsible for what they are accountable for. The operating front line manager is equipped with the capability to decide and act upon his/her problems. An empowered sales manager in the field talking and dealing with the customer best services customers. Getting back to the head office to seek an answer is not a workable proposition to customers demanding on time all the time service. Decisions, as a consequence, have moved to the point of impact. The shop floor supervisor answers the employee on his/her questions. First line managers ask for the freedom to do their job independently. Organizations cannot work through a long and an expanded hierarchy of seasoned managers who apparently know the one best answer. In any event we do not visualize adequate time in the hands of managers to manage a "ladder of references" before they could get their job done.

Change has become a way of life for corporate managers whose ability to reckon with and manage change, as a day-to-day issue has become a necessary competency for effectiveness. If we presuppose an organization that is expected to operate on a flexible basis at a strategic level, with structures happening on an impromptu basis, with people processes depending on the current

situation meeting with change head on is but a minimum. CEO's of corporations see change management, building people preparedness to face change, bringing in change adept internal practices in managerial actions, making change facilitators create and nurture the risk taking factor amongst employees as their single largest priority in the management of the enterprise.

Intellectual Corporation rarely is change shy, as their coping mechanism happens to be their mind that understands rationally the purpose and goals aimed through the planned change.

The users rather than the supervisory managers initiate Many times change. Individuals of well-managed intellectual organizations do not like to be told to change. They would rather identify the change, plan for its execution, and cover the impacted people by themselves instead of waiting for the systemic influences to announce and manage the change. Motorola would be one corporation where the ownership for change rests with the impacted people. Motorola University focuses their training attention to managing the turbulent environment with managers taking charge of their change needs and actions.

Work role professionals see organizational life no longer as an extension of their real world full time life. Many would like it to be independent of each other, family and work, with adequate quality space available for leading a life of fulfillment. Seeking joy is but one phenomenon that is very real for high performing individuals. It is in this context that flexible working, own time scheduler, self-goal prioritization, including variable bonuses and pay linked to targets achieved and virtual offices become real and inevitable. Apart from significant advantages in terms of office space, support staff, nearness to the customer, delivery based pay systems and virtual speed of response. Individuals would also demand more time for their learning and knowledge updating efforts. Working spouse, care for parents, off line work and hobbies, mid career education and planning, and choice of school for children, geographic location preference and more importantly the employee would like to work at a location where his/her contribution is maximized. It is possible to receive a higher number of applications for part time employment just to help the

applicant have more time to do other things. *While this is perhaps a loss to the corporation for the increasing amount of limited time availability of their effective performers the upside would be the opportunity for organizations to have half as many more people and their creative minds.*

Corporations see the real need to integrate diversity issues as a basic management challenge and are creating culture facilitation strategies to make diverse people live and work well with each other. Cross culture studies have revealed that over 50% of the work force of the 21st century would consist of people of diverse background, demographics, varying personal preferences and cultural milieu. Diversity preparation becomes an important organizational action point to have people not just tolerate each other but actually enjoy working and sharing with their colleagues. The emergence of the third world in the global business scenario makes diversity management extremely crucial immediately in the short run. Workplace management demands would need to be reckoned with to allow for minds of several types and dispositions would work together. They could be physically together or could be working miles apart but attitudinal congruence and tolerance towards diverse people sets is essential and inevitable.

Team performances could be influenced, by the role played by the intellectual manager depending upon the method used by the group to make participating members learn, share and co exist. It is ironical to argue for team performance in an individualized intellectual organization. Yet we do not see a contradiction. Teams will always be there with individuals participating in it working towards a common objective. The issues on team working could substantially be different with team norms including aspects of individual contribution based on areas of expertise, seasoning of managers to the task in hand, working out of physically dispersed locations and an element of competitive spirit bordering on individual excellence. Team leadership could vary based on expertise, client requirement and the attitudinal vagaries of the

team members. *Teams would exercise considerable influence over their choice of team members.*

Effectively teams would turn into clusters and coalition groups with similar and dissimilar purposes and goals. Formal creations may turn into a challenge for the management as the clusters would have a unique internal management style for leading, participating, sharing, working norms, for example, long hour working, helping a colleague through a personal problem and substituting him/her on the job etc. Many organizational norms of discipline and rules of work ethic traditionally understood and practiced in the organization may undergo a change given the cluster desire to achieve their goals in their own way. In our opinion managers, in managing their independent work force whose demands for autonomy may border on laissez faire, would face considerable degree of difficulty.

Intellectual culture could sometimes, in fact many times be conflict prone given occasional polarized and strong views on individual positions and perspectives. Participating members typically have a point of view on issues confronting him or her or the organization and feel their role to be critical enough to substantiate their argument. Large-scale differences are eminently possible. When two minds that think are put together there would a point of difference. Organizations and individuals should be aware of this possibility and seek out acceptable and pre determined means of conflict resolution and due process. The corporate would become responsible to create confrontation forums and stress release mechanisms to make people of intellectual intensity work together. The dispersion possibility of people flying off the handle owing to combination of work role pressures and an inability to sell their idea across is high. Research and development departments interfacing closely with manufacturing or marketing departments would need careful monitoring and coaching, counseling to manage themselves in their new context. A software development pocket with people rushing to advance their knowledge is another area of concern. Similarly HR professionals who have become responsible for HR services and people counseling roles would need considerable adaptation and focus

maintenance training. Making people emotionally resilient to what affects them while on the job is a critical role to be performed. Defining the changed context and their meaning or adaptation to the context is relevant to eliminate identity loss and frustration amongst people in "high think" jobs.

Clearly the participating managers impact the culture in several ways both in the short and long run. The organization tends to be perceived as being excessively skewed in favor of meritocracy albeit at the cost of loyal long-term employees. Some overtly aggressive individuals who would make normal circumstance appear conflict and confrontation prone could vitiate the culture. Some amount of survival of the fittest tendency may creep in. Placement and hiring decisions would lean in favor of college degrees, professional education, organizational skills and competencies and knowledge that is application and growth based. A natural process of attrition of those who do not "fit in" would emerge for a natural process of elimination. Employees would consider the organizational career plan to consist of a successive set of hurdles to be crossed at every stage of their career with no letting go at any time. People will simply have to be at the top of their performance graphs to move up hierarchically. Who knows more, how much more do people know, know more and more of less and less, (know what, know why), gross focus on issues, a quality of mind that is inquiring, investigating, challenging, considerable skills of creativity, deep and powerful analytical insights, sharpened process skills, critical understanding of organizational knowledge linkages and many such factors would become relevant. The employees would simply have to think more before they act. Employees would be expected to be at their best at literally all times. Speed would mean a combination of responsiveness and superior quality of input. Effective service at acceptable quality would not be good enough.

Creation of a performing culture where people would sense the common goal of customer service, satisfaction, adding to shareholders wealth and bottom line orientation is key to the

Intellectual Corporation. A culture where “people – systems” would replace “systems – people” with the original contribution of the people as the critical input. The human school linked with the systems approach to make the human mind superior to the machine with the caveat that they are now inter dependent. There would be a premium on doing it different every time. Task orientation would create a new sort of peer group competitiveness with competent minds chasing self-imposed goals and deadlines. The organizational performance would emerge into one of spontaneous discovery process where people would cherish the task of achieving yet another milestone.

Managerial actions by itself would no longer determine company priorities on an exclusive basis in this dynamic culture. The managerial act would be either preceded or succeeded by individual or collective intellect providing information based knowledge, sensitivity analysis with “go – no go” options, scenario planning and scoping etc. The responsibility of managing the company would cut across lines of control and power and would depend on groups of people vested with the correct knowledge of the issue in question. Every function and activity of the company would turn knowledge and intellect driven. Manufacturing teams would be driven by their knowledge of technology, process, standards and methods. Marketing would make brands, research, and customer data knowledge intensive. Research and development would focus on new products, inventions and innovations. Finance and HR functions would attempt making every policy and system intellect friendly and knowledge sensitive. Everybody knows everything. Knowledge sharing would be the power that people would exercise. Routine would considerably give way to creative new.

Is there an IDEAL Organizational and Management Model?

An ideal organisation to be one where a person's promotion is unpredictable and depends largely



Figure: 8 Factors shaping the 21st Century Organizational Cultures

on his own good performance. And where a person can see exactly how his career will progress after certain periods of time, that regards special benefits, such as attractive bonuses, free pension schemes and a company car, as the prime incentives to remain in the job. That concentrates on tempting new employees with interesting work although it is not able to pay as much as other organisations providing less interesting work and where it is emphasized that the 'job comes first', therefore after work pleasure should take secondary importance. And where it is very difficult to carry on work over a weekend period should someone so desire. Where the few changes in tasks that occur allow people to perform one type of work with considerable care and proficiency. And where there is constant pressure to complete a task well in a short period of time and to then

become involved with another task. And where there is a general attitude that, even if the working conditions are very poor, much can be compensated by interesting work.

Where little that is favorable can be said about the work, itself but where the attitude of management towards its employees' welfare is first class. That gives people jobs that can very likely be done well. That gives people work which is not so difficult that they would, have to rely on luck to do a good job nor so easy that they are bound to succeed. Where it is expected that leisure time will be sacrificed if work pressure is great. Or where it is felt that working late is undesirable because eventually strain will be experienced in normal working hours. That believes that if a person concentrates primarily on working in a warm, close fashion with his co-workers, good work must follow. That regards the successful completion of an employee's assignment as more important than the feelings of that person's co-workers. That expects individuals to help the organisation by fulfilling their own personal goals. That expects its employees to strongly identify with the organisation rather than think of themselves as individuals apart. Where good working companions and generous holidays are provided to make up for the tedious nature of the work. Where there is more concern with employees' satisfaction with the actual work that they do than with their general conditions of work. Where each employee is solely responsible for most of the work that he performs and where several people are always responsible for, and take the credit for, a particular piece of work. Would your ideal boss be someone, who gives his employees work that they feel sure of doing well without too much effort or who gives people work requiring quite a lot of struggling to matter. And who insist on finding out how worthwhile his employees see their work but neglects looking into the enjoyment that they get from their work? Who regards the pleasure that his employees get from their work as more important than the actual worthwhile ness of the work. Is he some one who emphasizes the importance of the work group's responsibility for its decisions rather than particular individuals in the group taking the responsibility? Who relies on a particularly efficient individual in a work group to control the

group's activities and who expects to be consulted only for very exceptional work problems and who encourages employees to follow set procedures in their work. Who attempts to provide attractive work for his employees even if it is not of great value to them and who would not give people work that they could view as of little value even though it may not be highly attractive to them? Who gives his employees general guidelines on that to base their own decision about how to proceed with their work and who provides clear, very comprehensive instructions on how employees should carry out their work. Who finds that for group morale it is better to try to preserve good co-worker relationships that may be spoiled by letting people keep working at a task to their own satisfaction. Who feels that a certain degree of bad feeling amongst employees is worth tolerating if they are very much involved with their work? Who looks for future employees who will be able to work independently of others? Who looks for future employees who will primarily be good at getting on well with other employees? Who would rather employees consult him with work difficulties than struggle with them themselves and who will not interfere with work for which employees have responsibility and who expects an individual's work rate to remain relatively uninfluenced by his colleagues? Who relies on the group as a whole to produce a given amount of work, expecting the group to influence an individual's quantity of work done? Who views good employee relations as being most important and incompatible with competitiveness? Who insists on individuals trying to achieve a better performance rating than their co-workers and who gives employees work where they need to write fairly detailed arguments about problem solutions? Who gives employees work that involves very little written reporting or problem discussions? Who feels that working late should be avoided. Who encourages working late in order to meet a deadline?

This organization and management model is not situation specific. It is a premeditated creation of an organization that values the enterprise, its strategy, processes and members equally to build upon for a competitive future.

And finally, The Critical Leadership Question?

Is leadership at every organizational level engaged in hands-on implementation of the vision? This includes eliminating management layers, being visible in the bowels of the organization, and being an active, early participant in any learning effort. Only through direct involvement that reflects coordination, vision, and integration can leaders obtain important data and provide themselves to be powerful role models.

At Motorola, CEO Bob Galvin not only drove the quality vision, he was a student in the first seminars on quality and made it the first item on the agenda at monthly meetings with his division executives. Much-admired Wal-Mart CEO David Glass spends two or three days each week at stores and warehouse; employees can call him at home and are often transferred to his hotel when he is in the field. Jack Welch and his time training managers at the Pitt at Crotonville, or Sanjiv Gupta of Coke casually attired, open door to all approach or K V Chandrasekhar of Whirlpool who would pick up his calls and speak without a secretary hangover are all examples of outstanding leaders. New Jersey Mike Walsh of Tenneco (formerly of Union Pacific Railroad) meets with groups of employees at all levels in what Tom Peters calls “conversation”. Sanjay Lalbhai has a good word to tell the press when asked did his trust in people let him down? “ I believe I need to do more of it, for that is when people will understand the true meaning of trust”. M C Banga Chairman of Hindustan Lever focuses on the Prayer Meeting on Monday Mornings as a form of regular communication and spends quality time visiting retailers, customers and quality points. Aditya Puri of HDFC Bank and ex Citibank walked around nearly all of the day from one floor to another or from one office to another simply connecting with people and their day’s work. Jerry Rao, CEO Citibank and now the Chairman of Mphasis Corporation would pick up the phone and say, “ Can this be done, Please??. The recipient of that message was his office

boy. Mukesh Ambani got into details when he chose to. Say's Dr S Chandrasekhar, President HRM of Reliance Infoway, " Give Mukesh a document the previous evening at 9 p.m. and he would have read and come prepared for a 7 am breakfast meeting the next day." A leader indeed. Or that of Vindi Banga of HLL, " Write a mail to Vindi" would say an HLL employee "no matter how low may the person be in the organizational hierarchy, Vindi would reply. There is always an answer from this outstanding leader".

Thank you,

Ganesh Shermon

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